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**Indraprastha Estate, Ring Road, New Delhi-110 002 (India)**



**THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION  
INDRAPRASTHA ESTATE, RING ROAD, NEW DELHI - 110002**

**43<sup>rd</sup>**  

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**ANNUAL**  

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**REPORT**  

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**1996-97**

**PRESENTED TO THE ANNUAL MEETING OF THE  
GENERAL BODY ON THE 25th OCTOBER 1997**





# CONTENTS

	PAGE
YOUR INSTITUTE	v
Executive Council and the Committees	vii
Faculty and Other Senior Staff	xi
<b>A. AN OVERVIEW</b>	1
<b>B. ASSOCIATIONAL ACTIVITIES</b>	6
B.1 Forty-second Annual Meeting of the General Body	6
B.2 Fortieth Annual Conference of the Members	6
B.3 The Executive Council	6
B.4 Membership	7
B.5 Regional and Local Branches	7
B.6 Essay Competition	8
<b>C. ACADEMIC ACTIVITIES</b>	9
C.1 The Academic Committee	9
C.2 Planning and Advisory Committee and the Academic Centres of the Institute	9
C.3 Training Programmes	9
C.4 National Centre for Disaster Management	12
C.5 Conferences/Seminars/Workshops/Discussions	13
C.6 Case Study Programme	14
C.7 Library	15
C.8 Publications	16
C.9 Computer Centre	17
C.10 Other Activities	18
<b>D. ADMINISTRATIVE AND PERSONNEL MATTERS</b>	20
<b>E. FINANCE AND ACCOUNTS</b>	21

**ANNEXURES**

I. Research Projects and Consultancy Assignments (completed as well as in progress)	24
II. Academic Contributions (Other than Training and Research) of IIPA Faculty and Library Professional Staff	43
III. Activities of Branches	58
IV. Academic Centres	87
V. Training Programmes	89
VI. Balance Sheet and the Audited Accounts for 1996-97	101

## YOUR INSTITUTE

The origin of the Institute could be traced to the keen desire of the first Prime Minister of India, Shri Jawaharlal Nehru to establish a Centre for futuristic thinking on Public Administration. It also sought to realize Dean Appleby's suggestion for establishing a Government-sponsored Institute of Public Administration for India, to provide a national, informal focussing of attention on the different facets of public administration.

Shri Jawaharlal Nehru chose to be the first President of the Institute and took active personal interest in its promotion and development. Over the years, the Institute has addressed itself to the four basic aspects of public administration, namely: (i) Research in public administration, and use of research findings towards improving and refining the administrative system, and socio-economic transformation, (ii) continuing training of civil servants and executives of public sector undertakings, etc., (iii) offering Consultancy and Support Service to Government Departments and organisations, and (iv) dissemination of information on public administration. In this pursuit, the Institute also organises seminars, conferences, colloquia, workshops, etc. Its main centre of activity has been at its headquarters in Delhi with a network of vibrant Regional and Local branches spread over different parts of the country.

The Institute has a faculty strength of 32 specializing in different disciplines of Public Administration, Economics, Management, Financial Management, Rural Studies, Behavioural Studies, Social Welfare Administration, Urban Studies, Computer Application, Justice, Environmental Studies, etc., duly supported by the administrative staff.

The Institute's affairs are guided by the Academic Committee, the Standing Committee and the Executive Council which is the highest body for overseeing the Institute's functioning. By tradition now, the Vice-President of India is the President of the Society and the President of India is the Patron.

What follows is the 43rd Annual Report of the Institute together with the audited Balance Sheet of the Indian Institute of Public Administration as on the 31st March, 1997 and the Income and Expenditure Account for the year 1996-97.

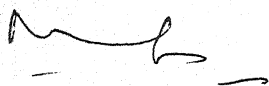
During the year under Review, the Institute, in pursuance of its objectives, has continued to extend and enlarge its research and consultancy activities. The studies undertaken were of a mixed nature, covering different facets of public administration. These included some commissioned by outside agencies and some initiated by the Institute. The Institute is at present engaged in the process of finalising its perspective plan on Research, Consultancy and Training, keeping in view the priorities of Government in the wake of globalisation and liberalization of economy.

Our training activities have also been varied. The number of training programmes has steadily increased over the years and it is now in the neighbourhood of 70 to 80 courses conducted every year with the participants numbering about 1,600-1,700. The Institute continues to take initiative in identifying and designing new courses. It has also responded to the requests of different ministries, State governments and agencies for conducting courses for their personnel. Proposals have been received from overseas institutions for establishing twinning arrangement for activities relating to training, research, etc. These are being pursued. In fact, a beginning in this respect was made in July, 1996, when the Institute organised a two-week workshop on Case Method exclusively for the academic staff of the Faculty of Law and Management, University of Mauritius.

Through its publications, including its Journals and monthly Newsletter, the Institute has succeeded in making its impact on its readership comprising the practising administrators, the academia and others. Though much of this impact is intangible, the spontaneous appreciation of the role of the Institute from various quarters is evidence enough of the usefulness and importance of our publications.

While continuing with our normal activities, our thrust in the coming years is to fully participate in the debate on restructuring Government with equity and transparency; forging strategic relationship with Departments/Ministries of the Centre and the States; having closer links with State Institutes of Public Administration and other sister institutions, also ensuring closer interaction with Regional and Local Branches. Countries of the world are coming closer and the concept of a global village having been floated, it would be imperative for the Institute to have closer interaction with similar institutions and agencies abroad. This also, IIPA would seek to achieve with a view to encapsulating the best of the emerging trends on public administration over the world. Within our limited resources, the Institute will ever strive towards greater excellence in the 21st Century.

SEPTEMBER 12, 1997



---

M.C. GUPTA  
*Director*

**EXECUTIVE COUNCIL AND THE COMMITTEES**  
**(AS ON 31.3. 1997)**

*Patron*

Dr. S.D. Sharma  
President of India

*President*

Dr. K.R. Narayanan  
Vice-President of India

*Chairman*

Shri S.B. Chavan  
Former Union Home Minister

*Vice Presidents*

Shri T.N. Chaturvedi  
Prof. M.V. Mathur

Mr. Justice S. Ratnavel Pandian  
Dr. V. Subramanian

*Honorary Treasurer*

Shri G.C.L. Joneja

*Members*

Shri V. Aivalli  
Prof. Mohit Bhattacharya  
Prof. (Mrs.) Noorjahan Bava  
Prof. (Dr.) P. Chandrasekharan  
Dr. K. Chockalingam  
Shri R.N. Haldipur  
Shri N. Jayaraman  
Prof. T.N. Kapur  
Dr. Brij Bhushan Khare  
Shri K. Malaisamy  
Shri B.C. Mathur  
Prof. P.G. Mavlankar  
Shri N.K. Panda

Shri S. Ramanathan  
Dr. A.E. Reddy  
Prof. (Mrs.) S. Saroja  
Prof. V. Shanmugasundaram  
Dr. (Mrs.) Y. Shanmugasundaram  
Shri S.S. Singhania  
Dr. J.K.P. Sinha  
Dr. S. Subramanian  
Dr. Har Swarup  
Prof. K.S.R.N. Sarma  
Shri T.K. Thanickachalam  
Prof. R.N. Thakur  
Prof. R.K. Tiwari

Shri S.C. Vajpeyi  
(*Nominee of the Chairman, IIPA  
Delhi Regional Branch*)

Secretary, Union Ministry of Personnel  
Public Grievances & Pensions

Secretary, Department of Education,  
Union Ministry of Human Resource  
Development

Dr. S.P. Verma

Secretary, Department of Rural  
Employment and Poverty Allieviation  
Union Ministry of Rural Area &  
Employment

*Director & Member-Secretary*  
Shri M. Wadhvani  
(Succeeded by Shri M.C. Gupta on 1st April, 1997)



## COMMITTEES

### Standing Committee

- |  |   |
|--|---|
| 1. Shri T.N. Chaturvedi – Chairman                   | 2. Shri V. Aivalli                            |
| 3. Prof. Mohit Bhattacharya                          | 4. Prof. P. Chandrasekharan                   |
| 5. Shri G.C.L. Joneja                                | 6. Shri K. Malaisamy                          |
| 7. Shri B.C. Mathur                                  | 8. Prof.(Mrs.) S. Saroja                      |
| 9. Shri T.K. Thanickachalam                          | 10. Prof. S.P. Verma                          |
| 11. Prof. (Mrs.) Noorjahan Bava<br>(Special Invitee) | 12. Shri A. Eswara Reddy<br>(Special Invitee) |
| 13. Director, IIPA                                   |   |

### Academic Committee

- |  |   |
|--|---|
| 1. Director – Chairman                     | 2. Prof. Mohit Bhattacharya   |
| 3. Shri S.N. Bajpe                         | 4. Prof. P. Chandrasekharan   |
| 5. Prof. K. Chockalingam                   | 6. Shri Om Prakash Deora  |
| 7. Dr. Brij Bhushan Khare                  | 8. Prof. K. Kamalanathan  |
| 9. Prof. B. Pakem                          | 10. Shri S. Ramanathan  |
| 11. Dr. (Mrs.) Rajesh Singh                | 12. Dr. Jaytilak Guha Roy   |
| 13. Prof. V. Shanmugasundaram              | 14. Dr.(Mrs.) Y. Shanmugasundaram   |
| 15. Shri S.S. Singhanian                   | 16. Dr. J.K.P. Sinha  |
| 17. Dr. Har Swarup                         | 18. Shri M. Subramanian   |
| 19. Prof. R.N. Thakur                      | 20. Prof. S.P. Verma  |
| 21. Dr. R.K. Wishwakarma                   | 22. Joint Secretary (Training)<br>Department of Personnel &<br>Training – Special Invitee |
| 23. Prof. M.V. Mathur –<br>Special Invitee |   |

### Screening Committee for Admission of New Members

- |                                |                     |
|--------------------------------|---------------------|
| 1. Prof. (Mrs.) Noorjahan Bava | 2. Shri B.C. Mathur |
| 3. Prof. S.P. Verma            |                     |

### Selection Committee

- |                                     |                             |
|-------------------------------------|-----------------------------|
| 1. Prof. M.V. Mathur – Chairman     | 2. Shri T.N. Chaturvedi     |
| 3. Shri G.C.L. Joneja               | 4. Dr. V. Subramanian       |
| 5. Prof. S. Subramanian             | 6. Prof. S.P. Verma         |
| 7. Director, IIPA                   | 8. Faculty Member from IIPA |
| 9. External Expert (where required) |                             |

### Committee on Case Studies

- |   |  |
|---|--|
| 1. Prof. V. Shanmugasundaram—<br>Chairman | 2. Joint Secretary, Department of Personnel<br>& Training, Government of India |
| 3. Prof. C.P. Barthwal                    | 4. Prof. P.M. Bora   |
| 5. Prof. A.P. Barnabas                    | 6. Shri B.S. Baswan  |
| 7. Shri T.N. Chaturvedi                   | 8. Shri A.K. Choudhury   |
| 9. Prof. Ishwar Dayal                     | 10. Shri Lakshmi Das   |
| 11. Shri R.N. Haldipur                    | 12. Shri N.H.R. Hynniewta  |
| 13. Prof. K.N. Kabra                      | 14. Shri B.N. Kamble   |
| 15. Prof. V. Bhaskara Rao                 | 16. Shri S. Sen  |
| 17. Director, IIPA                        | 18. Prof. Nand Dhameja<br>(Member-Secretary)                                   |

### Editorial Board

- |  |                           |
|--|---------------------------|
| 1. Shri T.N. Chaturvedi – Editor &<br>Chairman | 2. Shri U.C. Agarwal      |
| 3. Shri V. Aivalli                             | 4. Prof. C.P. Bhambari    |
| 5. Prof. Mohit Bhattacharya                    | 6. Shri T.N. Dhar         |
| 7. Prof. S.K. Goyal                            | 8. Prof. M. Horam         |
| 9. Prof. R.B. Jain                             | 10. Prof. K. Kamalanathan |
| 11. Dr. Brij Bhushan Khare                     | 12. Prof. S.R. Maheshwari |
| 13. Dr. Aasha Kapur Mehta                      | 14. Prof. Harbans Pathak  |
| 15. Prof. Marina Pinto                         | 16. Shri N.K. Panda       |
| 17. Prof. R.D. Sharma                          | 18. Shri M. Subramanian   |
| 19. Dr. J.K.P. Sinha                           | 20. Dr. D. Singh          |
| 21. Director, IIPA                             |                           |

**FACULTY AND OTHER SENIOR STAFF**  
(As on 31st March, 1997)

*Director*

Shri M. Wadhwani

(Succeeded by Shri M.C. Gupta on April 1, 1997)

**Professors**

Prof. Nand Dhameja  
Prof. K.N. Kabra  
Prof. J.C. Kapur  
Prof. O.P. Minocha  
Prof. S.N. Mishra  
Prof. G.K. Misra  
Prof. R.K. Sachdeva  
Prof. K.S.R.N. Sarma  
Prof. A.K. Sharma  
Prof. Jaideep Singh  
Prof. S.S. Singh  
Prof. R.N. Thakur

Prof. R.K. Tiwari

Professor of Financial Management  
Professor of Economics  
Professor of Computer in Government  
Professor of Public Administration  
Professor of Rural Studies  
Professor of Urban Studies  
Professor of Management  
Professor of Urban Finance  
Professor of Public Administration  
Professor of Behavioural Sciences  
Professor of Justice and Administration  
Professor of Sociology/Social Welfare  
Administration  
Professor of Public Administration

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Dr.(Mrs) Shanta Kohli Chandra  
Dr. Anil C. Ittyerah  
Dr.(Mrs) Aasha Kapur-Mehta  
Dr. M.K. Narain  
Dr. V.K. Sharma  
Dr. (Mrs.) Rajesh Singh  
Dr. J.N. Upadhyay  
Dr. R.K. Wishwakarma

Reader in Economics  
Reader in Public Administration  
Reader in Public Administration  
Reader in Economics  
Reader in Economics  
Reader in Social administration  
Reader in Environmental Studies  
Reader in Behavioural Sciences  
Reader in Rural Development Studies  
Reader in Urban Studies

**Lecturers**

Shri N.C. Ganguli  
Shri Rakesh Gupta

Lecturer in Management Studies  
Lecturer in Urban Studies

Shri Ashish Kothari  
 Dr.(Mrs) Lipi Mukhopadhyay  
 Dr. Jaytilak Guha Roy

Lecturer in Environmental Studies  
 Lecturer in Behavioural Sciences  
 Lecturer in Criminal Justice  
 Administration

Dr. (Mrs.) A. Sarada  
 Shri Shekhar Singh  
 Dr. (Miss) Sujata Singh

Lecturer in Economics  
 Lecturer in Environmental Studies  
 Lecturer in Public Administration

#### **Senior Library Staff**

Shri B.K. Suri  
 Shri S. Mujumdar

Librarian  
 Dy. Librarian

#### **Senior Editorial and Publications Staff**

Shri M.K. Gaur

Asstt. Editor

#### **Senior Administrative Staff**

Dr. S.N. Suri  
 Dr. B.B. Malhotra  
 Shri Naresh Kumar  
 Shri C. Giri

Registrar  
 Deputy Registrar (Academic Support)  
 Deputy Registrar (Finance)  
 Deputy Registrar (Administration)

#### **Computer Centre**

Ms. Charru

Systems Analyst-cum-Programmer

# Forty-third Annual Report

## 1996-97

### A. AN OVERVIEW

This Forty-third Annual Report of the Institute pertains to the year 1996-97.

Shri Manik Wadhwani relinquished charge as Director of the Institute on 31st

March, 1997 and Shri M.C.Gupta took over from him on 1st April, 1997.

The activities of the Institute are organised in four inter-related programmes:

- (i) Research,
- (ii) Advisory and Consultancy Services,
- (iii) Training, and
- (iv) Dissemination of Information.

The Institute undertakes research studies on substantive issues on its own initiative as well as on themes sponsored by the Government, national organisations and international agencies. The Institute offers consultancy services on operational problems to the Government and public sector enterprises. The Institute conducts training programmes on various aspects of public administration falling broadly into the following two categories:

I. Sponsored Programmes including: (a) those sponsored by the Department of Personnel and Training, (b) Sponsored by the Ministry of Urban Affairs and Employment and conducted by the Centre for Urban Studies, (c) Sponsored by the Ministry of Agriculture and conducted by the National Centre for Disaster Management, and (d) Sponsored by other Ministries/Departments, Public Sector Undertakings, etc.

II. Programmes evolved by the Institute.

Dissemination of information is fulfilled through regular and special publications as well as through seminars and workshops.

### Research

During the year, the Institute completed eleven research studies mentioned below:

1. Participatory Management of Protected Areas
2. Sustainable Food Security in Bangladesh

3. Personality and Conditioning of Women Administrators
4. Administrative Welfare Service — A Comparative Study
5. Development and Ecological Role of Neem
6. Rescue, Relief and Rehabilitation in Maharashtra Earthquake
7. Rural Sanitation: The Medinipur Model — A Case Study
8. Rural Banking and Service Area Approach
9. Deposit Mobilisation by Rural Credit Institutions: The Case of Primary Agricultural Credit Societies.
10. Profile of Women Administration — A Case Study
11. The Role of Local People in Forest Protection and Regeneration — A Case Study

### **Consultancy**

The Institute completed the following consultancy assignments during the year: (i) Cost of Business Transacted at Parliament, (ii) Recasting Indices for Developing Countries: A Gender Empowerment Measure, (iii) Training Needs Assessment of Municipal and Urban Development Authorities, (iv) Eco-Development, (v) Rural Women's Development and Empowerment Project, (vi) Development and Implementation of Software for on-line Transaction Processing for Import and Export of Cargo Inventory Monitoring, Billing and Realisation of Dues, etc., for CFS, (vii) Development and Implementation of Computer Software for Transfer of Teachers of Kendriya Vidyalaya Sangathan on All India Basis. A detailed account of some of the completed Research Projects and Consultancy Assignments is given in Annexure I(a).

Details of contributions other than research and consultancy of faculty as well as library professional staff are given in Annexure II.

### **Training**

The Institute during the year organised 75 training programmes as compared to 73 in 1995-96, 71 in 1994-95 and 67 in 1993-94. This is by far the highest number of training programmes organised so far. In addition, the Institute organised the prestigious 22nd Advanced Professional Programme in Public Administration.

The significant event of the year was the conduct of two-week Training Workshop on Case Method, organised exclusively for the academic staff of the Faculty of Law and Management, University of Mauritius at Mauritius from July 15-26, 1996.

Details of training programmes conducted during the year are given in Annexure V.

### **National Centre for Disaster Management**

The National Centre for Disaster Management (NCDM) set up with the support of Union Ministry of Agriculture, continued its activities as an integral part of the Institute.

The NCDM during the year conducted six training programmes and five Conferences/Seminars/Workshops on different facets of Disaster Management. A detailed account of the activities of the Centre is given in the Report.

### **Conferences/Seminars/Workshops**

The Institute organised six conferences/seminars/workshops on different themes during the year. A seminar on 'Decentralisation and Development' was organised by the Institute in collaboration with Delhi Sociological Association. As stated earlier, a Case Method Workshop was conducted exclusively for the academic staff of the Faculty of Law and Management, University of Mauritius at Mauritius from July 15-26, 1996. To commemorate International Decade for Disaster Reduction Day, the Institute organised a Seminar on 'Cities at Risk' on October 9, 1996.

The Institute, at the initiative of the Department of Administrative Reforms, Government of India and the Prime Minister's Office conducted a day long seminar on the theme "Effective and Responsive Administration" on February 13, 1997. A Workshop on "Modernisation of Prison Management" was organised by the Institute on March 5-7, 1997. In collaboration with Citizenship Development Society, the Institute also organised the National Seminar on "Lokpal Legislation" on March 30, 1997 at India International Centre.

### **Library**

The Institute's library provides information support and library services to planners, policy makers, legislators, executives, researchers, academic personnel, trainers, trainees, etc. Its present collection is over 1.75 lakh volumes and it subscribes to about 200 periodicals, in addition to over 150 periodicals which are received on complimentary basis. The Library has computerised data base of over 51,000 bibliographical records relating to books, over 34,000 records relating to periodical articles as well as over 3,700 records of newspapers clippings.

### **Indian Journal of Public Administration**

The Indian Journal of Public Administration continues to enjoy wide readership and has been receiving appreciative references both from India and abroad.

The Institute brought out four issues during 1996-97. The Special Issue on "Liberalisation Policy and Social Concerns" has been very well received. The other quarterly Journal "Nagarlok" is recognised as the leading publication in the area of Urban Development. The Institute also brought out six publications during the year under review besides twelve issues of Monthly Newsletter.

### **Case Study Programme**

During the year, two training programmes were conducted at Allahabad and Shimla to promote the use of case studies. Besides, a two-week Workshop on Case Method was conducted by the Institute at Mauritius University, Mauritius, which



was sponsored by the Government of Mauritius. The Institute has been actively collaborating with State Training Institutes. During the year, Courses/Workshops on Case Preparation and Use were organised at Allahabad and Shimla. The Motilal Nehru Institute of Research and Business Administration, Allahabad and the Himachal State Training Institute at Shimla were associated with these programmes.

### **Regional and Local Branches**

The year under review saw the formation of Burdwan, Nashik, Cuddalore and Tirupattur Local Branches. The activities of the Branches were reviewed by an Advisory Committee constituted by the Executive Council. A senior faculty member, designated as Coordinator to assist in the activities of the Branches from the academic point of view, continued to provide active help to the Branches.

A special mention needs to be made of the Regional Branches which have been quite active and conducted a number of programmes during the year, *viz.*, Bihar, Delhi, Jammu & Kashmir, Karnataka, Kerala, Maharashtra, Orissa, Rajasthan, Tamil Nadu and Uttar Pradesh.

### **Institute's Finances**

The Institute has been making serious efforts to augment its resources. During the year a maintenance grant of Rs. 176.00 lakh was received from the Union Ministry of Personnel, Public Grievances and Pensions; Rs. 33.77 lakh from the Union Ministry of Urban Affairs and Employment in respect of its Centre for Urban Studies and Rs. 34.43 lakh from the Ministry of Agriculture for the National Centre for Disaster Management.

In addition, the Institute also received a sum of Rs. 30 lakh from the Government of India as the Plan Grant for the year 1996-97 for pursuing developmental activities as part of the Eighth Five Year Plan allocation. The amount is being spent on development and modernisation of infrastructure of the Institute. A detailed account of the Finance and Accounts is given in Section "E" of the Annual Report.

### **Acknowledgements**

We are grateful to respected Rashtrapatiji, Dr. Shankar Dayal Sharma, for having kindly agreed to be Patron of IIPA. We are also grateful to respected Vice-President of India, Dr. K.R. Narayanan, (now President of India) the President of the Institute, for his gracious support to the Institute.

Our heartfelt and grateful thanks are due to Shri S.B. Chavan, Chairman of the Institute, for his unstinted support and guidance in carrying out the activities of the Institute. Our sincere thanks are due to Dr. Manmohan Singh, former Union Finance Minister and Smt. Margaret Alva, former Union Minister of State for Personnel, Public Grievances and Pensions, for their contribution and support in solving some long-standing problems of the Institute. We are grateful to Shri P. Chidambaram, Union Minister of Finance and Shri S.R. Balasubramoniyam, Union

Minister of State, Ministry of Personnel, Public Grievances and Pensions, for their gracious support to the Institute. We are thankful to the Chairman, Standing Committee, Shri T.N. Chaturvedi, M.P., and Members of the Executive Council for their valuable guidance on matters concerning the Institute. We are also grateful to the members of the other Committees of the Institute for their invaluable contribution.

The members of the Institute have given their unstinted support and cooperation and we are deeply grateful to them. The Regional and Local Branches continued to make progress and some of the Branches have done extremely well and strengthened their activities. We are also grateful to the various Ministries and Departments, particularly the Ministry of Personnel, Public Grievances and Pensions, Ministry of Rural Affairs and Employment, the Ministry of Urban Affairs and Employment and the Ministry of Environment and Forest for their generous support to the activities of the Institute. We would also like to thank the Planning Commission for including the proposals for modernisation and upgradation of the Institute in the Eighth Five Year Plan. Our thanks are due to the Union Ministry of Agriculture for selecting IIPA as the National Centre for Disaster Management and for giving a generous grant for managing its activities. We would also like to thank various Ministries and Agencies of Central and State Governments for extending full cooperation in strengthening the activities of the Institute.

## **B. ASSOCIATIONAL ACTIVITIES**

### **B.1 FORTY-SECOND ANNUAL MEETING OF THE GENERAL BODY**

Forty-second Annual General Body Meeting of IIPA Members was held on October 26, 1996. Shri S.B. Chavan, former Union Minister for Home Affairs and Chairman, IIPA, presided. Dr.K.R. Narayanan, Vice-President of India and President of IIPA, could not attend the meeting owing to unavoidable preoccupation.

The meeting was attended by 294 members. Dr. K.R. Narayanan was unanimously re-elected as President of IIPA for a further period of two years by the General Body. The House approved the proceedings of the Forty-first Meeting of the General Body held on October 18,1995, the Annual Report and the Annual Statement of Accounts for the year 1995-96. M/s Thakur Vaidyanath Aiyar and Co. were reappointed as the auditors of the Institute for the year 1996-97.

### **B.2 FORTIETH ANNUAL CONFERENCE OF THE MEMBERS**

The Fortieth IIPA Members' Annual Conference was held on October 27,1997. The theme of the Conference was "Coalition Government—Experience and Prospects". Shri T.N. Chaturvedi, Chairman, IIPA Standing Committee, presided over both the sessions of the Conference.

The Conference was attended by 304 members. Prof. O.P. Minocha, Professor of Public Administration in IIPA, presented the discussion paper on the theme of the conference.

Prior to holding of the Annual Conference, 16 regional conferences/seminars were organised by IIPA's Regional/Local Branches at their respective headquarters. Besides the discussion paper, 49 other papers, written on the theme were presented by the members.

### **B.3 THE EXECUTIVE COUNCIL**

The following were declared elected as members of the Executive Council in the biennial election held in September 1996 for a four-year term (1996-2000):

1. Prof. Mohit Bhattacharya
2. Prof. V. Shanmugasundaram
3. Prof. (Smt.) Noorjahan Bava
4. Prof. K. Chockalingam
5. Dr. (Mrs.) Y. Shanmugasundaram
6. Prof. S. Subramanian
7. Shri B.C. Mathur

8. Shri S.S. Singhania
9. Shri V. Aivalli
10. Shri A.E. Reddy

The Council elected Prof. M.V. Mathur and Dr. V. Subramanian as Vice-Presidents of the Institute for a period of two years(1996-98). The Council also re-elected Shri G.C.L. Joneja as Honorary Treasurer of the Institute for a period of two years(1996-98) and co-opted Shri R.N. Haldipur, Prof. T.N. Kapoor, Prof. P.G. Mavalankar, Prof. K.S.R.N. Sarma, Prof. R.K.Tiwari and Prof. R.N. Thakur on the Executive Council for a term of two years (1996-98). The Secretaries of the Union Ministry of Personnel, Public Grievances and Pensions, Ministry of Rural Development and Department of Education were also co-opted on the Executive Council.

The Council also co-opted the Chairmen of the Regional Branches of Karnataka, Orissa and Delhi.

### **Meetings of Committees**

The Executive Council and the Standing Committee met four times during the year. The Academic Committee met once, the Editorial Board twice, the Committee on Case Studies held two meetings and the Screening Committee for Admission of New members met thrice during the year.

### **B.4 MEMBERSHIP**

During the year, 798 new members (244 Annual, 423 Life, 7 Corporate Annual, 3 Corporate for 20 years, 54 Associate and 47 student) were admitted. Seventy-five members compounded their membership to Life-membership. One Corporate Member also compounded its liability for 20 years. One Life Member resigned from the membership of the Institute. One Annual Member and 11 Life Members are reported to have expired during the year.

The names of 383 Members and 11 Corporate Members, whose subscription fell in arrears for more than two years, *i.e.*, since 1994, were removed from the Membership Rolls of the Institute (under Rule 35 (1) of the Rules of the Institute). The categorywise details are given below.

As on 31st March 1997, the total strength of membership was 10,653, comprising of 8,534 Life Members, 1,529 Annual Members, 237 Associate Members, 172 Student Members and 181 Corporate Members.

### **B.5 REGIONAL AND LOCAL BRANCHES**

With the formation of Burdwan, Nashik, Cuddalore and Tirupattur Local Branches, the number of Regional and Local Branches now stands at 19 and 35,

respectively. The list of Regional and Local Branches alongwith the names of Office Bearers and the main activities during the year is at Annexure III.

A meeting of the office bearers of Regional and Local Branches was held on October 26, 1996 at the Institute, presided over by the Director, IIPA. The Regional/Local Branches represented at the meeting were : Andhra Pradesh, Assam, Bihar, Karnataka, Kerala, Madhya Pradesh, Maharashtra, Orissa, Rajasthan, Tamil Nadu, Uttar Pradesh & West Bengal (Regional Branches); and Aizwal, Budaun, Imphal, Jabalpur, Karimnagar, Madurai, Magadh, Patiala, Ranchi, Sangli, Tiruchirapalli, Vadodara, Vallabh Vidyanagar, Vellore, Villupuram & Warangal (Local Branches). Many valuable suggestions/observations were made at the meeting.

A sum of Rs.4,76,751 was paid during the year as financial assistance to the Branches for carrying out their programmes and activities. Besides Rs. 25,000 was released to the Branches out of Plan funds for undertaking research projects.

### B.6 ESSAY COMPETITION

The following subjects were prescribed for the Annual Essay Prize Competition, 1996:

1. Judicial Activism
2. Militancy and Terrorism
3. Problems of North-east Region. In all, 34 essays (29 in English and five in Hindi) were evaluated by a committee of judges comprising Prof. S.P. Verma, Shri U.C. Agarwal, Prof. (Mrs.) Noorjahan Bava and Shri M. Wadhvani, Director, IIPA.

One first prize of Rs. 2,000 was given to Shri Pradeep Kumar for his entry on "Problems of North-East Region"; two second prizes of Rs. 1,500 each were given to Shri Ramesh Singh and Shri S.C. Vajpeyi for their essays on "Militancy and Terrorism" and "Judicial Activism", respectively.

Two second prizes of Rs. 1,500 each for Hindi essays were given to Shri Kailash Nath and Dr. S.K. Kataria for their essays on "Militancy and Terrorism" and "Judicial Activism", respectively.

## **C. ACADEMIC ACTIVITIES**

### **C.1 THE ACADEMIC COMMITTEE**

The Academic Committee of the Institute assists the Executive Council on all academic matters concerning education, training, research and consultancy.

### **C.2 PLANNING AND ADVISORY COMMITTEE AND THE ACADEMIC CENTRES OF THE INSTITUTE**

The Planning and Advisory Committee advises the Director on various academic activities of the Institute, viz. consultancy, publications, training, research, etc. The Committee is chaired by the Director and consists of Coordinators of all the Academic Centres, APPPA Programme Director, Coordinators of Research and Consultancy, Training, and Computer Centre; Project Director—Case Study Programme; and elected faculty members. The Registrar, Librarian and Assistant Editor are special invitees to the meetings of the Committees.

The Committee met four times during the year. Some of the issues discussed related to formulation of Strategic Plan on Research and Training, Training Courses, Research Projects, etc.

The Academic Centres, each comprising such members of the faculty who have their interest, experience and expertise in the concerned area of study, meet from time to time for the purpose of: (a) preparing annual plan of work in their respective areas of research and training and undertaking periodical reviews; (b) discussing, coordinating and reviewing individual plan of action; (c) acting as a forum for academic interaction and intellectual development of its members by organising seminars, special lectures, and (d) coordinating activities with other academic groups in promoting inter-disciplinary tasks. Each Centre elects its Coordinator for a period of two years. The membership of the Academic Centres is given in Annexure IV.

### **C.3 TRAINING PROGRAMMES**

#### **Twenty-second Advanced Professional Programme in Public Administration**

The Twentysecond Advanced Professional Programme in Public Administration (APPPA) began on July 1, 1996 and concluded on March 31, 1997. The programme was sponsored by the Department of Personnel and Training, Ministry of Personnel, Public Grievances and Pensions, Government of India. Thirtythree officers from various All India and Central Services deputed by the Ministries/Departments of the Government of India, as also from State Governments participated in the programme.



APPPA has been designed to promote effective administrative leadership among senior/middle level officers. The programme seeks:

1. to provide an opportunity to middle and senior level civil servants to reflect upon their experiences;
2. to impart knowledge of recent developments in social science and their application in administration;
3. to acquaint the participants with the developments in administrative and management skills;
4. to enable the participants to make a critical analysis of the environmental and other factors impinging upon the functioning of the administrative system; and
5. to expose the participants to the complexities and issues involved in public policy, analysis and implementation in the Indian context.

The programme consisted of five broad components: (a) teaching courses, (b) field study, (c) study seminars, (d) computer practicals and (e) dissertation and viva-voce. All the activities in the programme were grouped into 23 streams consisting of a number of subjects/topics.

The programme also included experiential presentation by the participants. This aimed at developing their abilities to communicate and sharpen their confidence in public speaking and to equip them with the necessary techniques for oral presentation in the course of their assignments in the future.

As part of the programme, studies were carried out by the participants in groups in selected villages in districts of Jaipur (Rajasthan), North Goa (Goa), Mandla (Madhya Pradesh) and Kinnaur (Himachal Pradesh). The faculty members associated with the village study programme were: Dr. J. Guha Roy (Jaipur), Dr. Sujata Singh (North Goa), Dr. (Mrs.) Shanta Kohli Chandra (Mandla) and Shri M.K. Gaur (Kinnaur). The Studies conducted in these villages exposed the participants to dynamics of rural life and provided first-hand knowledge of basic socio-economic conditions of the backward communities. The reports of the village study by the participants were discussed in a two-day seminar. Dr. J. Guha Roy was incharge of village study.

A significant component of the programme was the preparation of a well-documented dissertation by each participant on a topic relevant to any current administrative problems chosen by the participants in consultation with the faculty.

As part of the programme a 5-day foreign study tour to Kualalumpur (Malaysia) and Singapore was conducted in March 1997. The tour was arranged with a view to enable the participants to appreciate development administration from a comparative perspective and to have an understanding of the administrative processes involved. On return, the participants discussed the experiences gained by them in a one-day seminar coordinated by Prof. R.K. Tiwari



The performance of the participants was evaluated through a system of written examinations, term papers/assignments, write-ups on research methods, experiential presentations, village study reports, foreign study reports, and evaluation of dissertation and viva-voce.

Shri Sumit Sinha, Additional Divisional Railway Manager, Eastern Railway, was awarded the Prof. V.K.N. Menon Prize for securing the first position among the participants in the programme. Shri Swadheen S. Kshatriya, Private Secretary to former Union Home Minister and Shri C. Balakrishnan, General Manager, Super Bazar, New Delhi, were awarded the second and the third prizes, respectively.

The participants were also requested to evaluate the programme through a carefully drawn-up proforma. This included evaluation of courses conducted by the members of faculty, in-charge of streams and external experts. The findings of the evaluation are taken into consideration while reviewing the programme schedule for the next programme.

APPPA was inaugurated by Hon'ble Justice Ranganath Misra, Chairperson, National Human Rights Commission. Shri S.B. Chavan, Member of Parliament (Rajya Sabha) and Chairman, IIPA, delivered the valedictory address and distributed the diplomas to the successful participants.

Prof. R.K. Tiwari, was the Programme Director and Dr.(Ms) Sujata Singh and Shri Rakesh Gupta were Associate Programme Directors.

### Other Training Programmes

During the year under review, the Institute organised 75 training programmes with 1828 officer-participants, in addition to Twenty second Advanced Professional Programme in Public Administration. The break-up of programmes conducted under different categories along with number of programmes and participants during 1996-97 and preceding year 1995-96 is given below:

Sl. No.	Programme	1996-97		1995-96	
		No. of programmes	No. of participants	No. of programmes	No. of participants
1.	Management Development programmes—I (Sponsored by the Department of Personnel & Training)				
	(a) Management Orientation Programmes	9	218	9	235
	(b) Special Programmes	15	283	18	437

2.	Management Development Programmes-II				
	(a) Programmes Sponsored by Other Organisations	24	606	26	513
	(b) Fee-based Programmes Organised by IIPA on its own	5	107	5	124
3.	Programmes of Centre for Urban Studies	10	136	9	158
4.	National Centre for Disaster Management (NCDM)	10	266	7	206
5.	Training Workshops	2	146	—	—
Total		75	1764	74	1673

Under the Management Development Programmes-II, the training courses conducted during the year included five fee-based courses of the Institute and 24 sponsored by other organisations.

The Centre for Urban Studies organised 10 short-term training programmes during the year. These programmes were meant for senior officers of Municipal Corporations, Municipalities, Urban Development Authorities, and other local bodies. The details of all the training programmes organised by the Institute during the year under review are given in Annexure V.

All the training programmes are evaluated by the participants. The modes of evaluation include ascertaining their views on relevance of the course, the quality of reading material, training techniques and lectures delivered by faculty and experts.

#### C.4 NATIONAL CENTRE FOR DISASTER MANAGEMENT

Set up in March 1995 with the support of the Union Ministry of Agriculture, the National Centre for Disaster Management, besides gearing up the national, state and district level administrations to tackle natural calamities, also coordinates various research and training programmes. By utilising IIPA infrastructure and faculty support, it is also building a data-base on natural disasters with several case studies, etc.

The Centre is doing networking and is in close touch with disaster management related activities of State Level Academics in U.P., Haryana, Maharashtra, Himachal Pradesh and other States.

#### Activities

##### A. Training Programmes

During the year 1996-97, the NCDM organised the following training

programmes:

1. Training Programme on Flood Disaster Management(June 17-21, 1996).
2. Training Programme on Drought Management (July 8-12, 1996).
3. Training Programme on Economic Impact Analysis of Disaster Management (September 2-7, 1996).
4. Training of Trainers Programme on Drought Management (December 23-27, 1996).
5. Training of Trainers Programme on Disaster Management for NGO's, (January 27-31, 1997).
6. Training of Trainers Programme on Flood and Landslides (March 10-14, 1997).

#### **B. Workshops/Seminars/Conferences**

1. Conference/Workshop on 'Current Concerns in the Area of Disaster Management in the Country' (Relief Commissioners' Annual Meeting - June 25-26, 1996).
2. Round Table Discussion on 'Current Concerns in the Area of Disaster Administration' - July 15, 1996.
3. Seminar on 'Cities at Risk (IDNDR Day Celebration) - October 9, 1996.
4. Training Workshop on Earthquake Disaster Mitigation - March 19-21, 1997.
5. Workshop on Management of Disaster Relief Fund - March 26-27, 1997.

### **C.5 CONFERENCES/SEMINARS/WORKSHOPS/DISCUSSIONS**

#### **Seminar on Democratization and Development**

IIPA in collaboration with Delhi Sociological Association organized the Seminar on the above subject. Shri T.N. Chaturvedi, Chairman, IIPA Standing Committee gave the inaugural address. Prof. A.M. Shah of Delhi University presided over the deliberations. Prof. R.N. Thakur coordinated the Seminar.

#### **Seminar on Cities at Risk**

To commemorate International Decade for Natural Disaster Reduction (INDNDR) Day, the National Centre for Disaster Management of IIPA organised a seminar on 'Cities at Risk' on October 9, 1996 at IIPA. Shri Chaturanan Mishra, Union Minister of Agriculture, gave the inaugural address. Shri K. Rajan, Secretary in the Ministry of Agriculture, gave the key note address on 'Government's

Role in Disaster Reduction'. Shri T.N. Chaturvedi, Chairman, IIPA Standing Committee delivered the valedictory address.

Dr. V.K. Sharma and Dr.R.K. Wishwakarma jointly coordinated the seminar.

### **Seminar on Effective and Responsive Administration**

Preparatory to the forthcoming Chief Ministers' Conference, the Institute, at the initiative of the Department of Administrative Reforms, Government of India, and the Prime Minister's Office, conducted a day long seminar February 13, 1997. Shri M. Wadhvani, Director, IIPA made a welcome speech. Shri T.N. Chaturvedi, Chairman, IIPA Standing Committee delivered the presidential address. The theme paper was presented by Dr. J.N. Upadhyay who also coordinated the Seminar.

### **Workshop on Modernization of Prison Management**

IIPA conducted the above Workshop on March 5-7, 1997 which was sponsored by the Bureau of Police Research and Development. Shri B.S. Ramoowalia, Union Minister for Welfare, gave the inaugural address.

Prof. Nand Dhameja and Dr. (Smt) Rajesh Singh jointly coordinated the Workshop.

### **Seminar on Lokpal Legislation**

IIPA in collaboration with Citizenship Development Society organised a national level seminar on "Lokpal Legislation" on March 30, 1997 at India International Centre. Justice H.R. Khanna inaugurated the Seminar. Prof. O.P. Minocha, Prof. S.S. Singh and Dr. J.N. Upadhyay represented IIPA.

## **C.6 CASE STUDY PROGRAMME**

During the year 1996-97, case studies received under the Annual Case Study Award Scheme were evaluated by a panel of experts comprising of Prof. S. Neelmegham and Prof. Vijay Agarwal. They recommended a consolation prize for the entry titled "लोक वाहन से परलोक गमन" contributed by Shri Kavindra Kiyayat.

A Training Programme on Case Preparation and Use was conducted by IIPA in collaboration with the State Training Institute at Shimla during March 29 to 31, 1997. The Programme was sponsored by the Ministry of Personnel, Public Grievances and Pensions.

A Workshop on Case Preparation and Use was organised by IIPA during April 23 to 25, 1996 at Allahabad. The Workshop was sponsored by the Motilal Nehru Institute of Research and Business Administration (MONIRBA), Allahabad University, Allahabad.

A two-week Workshop on Case Method was conducted by IIPA at Mauritius University, Mauritius during, July 1996. The Workshop related to the use of Case Method in teaching, and concepts and methodology of undertaking research. The Ministry of Education, Science and Technology, Government of Mauritius, Mauritius, sponsored the Workshop.

## C.7 LIBRARY

### Collection

Two thousand and sixty six volumes of books including 70 books in Hindi language were added to the Library during the year 1996-97. The total number of volumes of books in the Library as on March 31, 1997 was 1,75,533.

The Library subscribes to 192 periodicals and newspapers. In addition, 156 current periodicals were received gratis/on exchange basis. The number includes 20 periodicals and newspapers in Hindi being received in the Library.

### Readers' Services

During the year 1996-97, 11,231 persons made use of the Library resources. The number of books lent out during the year is 6,445.

The Library continues to be an active member of the Delhi Library Network. A Multitech 28.8. kbps modem was acquired by the Library to facilitate access to various databases being maintained by the Network. During the year, 228 documents were borrowed from other libraries while 268 documents were made available to other libraries on inter-library loan.

As on March 31, 1997, the computerised database of the Library had 51,237 bibliographical records relating to books and 34,105 records relating to periodical articles. It has greatly facilitated the search function as well as generation of subject bibliographies for which there is a considerable demand.

The Library continued to provide various current awareness services, namely, monthly List of Additions, weekly Current Contents and fortnightly List of Significant Periodical Articles, to keep its clientele informed about the in-coming documents. It made available a large number of subject bibliographies on 'Liberalisation Policy and Social Concerns' and 'Urban Transport Management' which were published in the July-September, 1996 issue of Indian Journal of Public Administration and October-December, 1996 issue of Nagarlok, respectively.

The computerised database of newspaper clippings has over 3,700 records. It is proposed acquire a pentium, CD writer, and laser printer during 1997-98 to augment facilities for storage and retrieval of newspaper clippings.

### Miscellaneous

The Library organised a book discussion on 'Public Policy for Democracy' edited by Helen Ingram and Steven Rawthgab Smith in collaboration with the American Centre, New Delhi at the Institute on June 18, 1996. The discussion was followed by a tele press conference with the editors of the books.

The Library also organised a panel discussion on the Fifth Pay Commission recommendations relating to Libraries and Librarians in collaboration with the Ranganathan Research Circle at the Institute on March 8, 1997.

## C.8 PUBLICATIONS

### Periodicals

The Institute continued to bring out the following periodicals:

1. Indian Journal of Public Administration(Quarterly).
2. Documentation in Public Administration(Quarterly).
3. Nagarlok (Quarterly).
4. IIPA Newsletter (Monthly).

#### *Indian Journal of Public Administration*

The Institute brought out four issues during 1996 (Volume XLII) which, taken together comprise 792 pages. Of these, one was the Annual Special Number on "Liberalisation Policy and Social Concerns".

Shri T.N. Chaturvedi continued to be the Editor of the Periodical and Shri M.K. Gaur the Assistant Editor.

#### *Documentation in Public Administration*

The Institute brought out four issues during the year. Shri T.N. Chaturvedi continued to be the Editor and S/Shri B.K. Suri and S. Majumdar, the Assistant Editors.

#### *Nagarlok*

The Institute brought out four issues during 1996 of which one was a Special Number on "Urban Transport Management".

Shri Manik Wadhwani continued to be the Editor and Prof. G.K. Misra, the Joint Editor and Shri Rakesh Gupta, the Assistant Editor.

#### *IIPA Newsletter*

Twelve issues were published during the year. Shri T.N. Chaturvedi continued to be the Editor and Shri M.K. Gaur, the Assistant Editor.

### Publications

The Institute published the following publications during 1996-97:

1. Contemporary Administrative Culture of India (Ed.) T.N. Chaturvedi.
2. Ethics in Public Life (Ed.) T.N. Chaturvedi
3. Proliferation of Government Personnel in the State of Uttar Pradesh: A Study—T.N. Dhar and S.P. Gupta.



4. Dreams and Realities—Expectations from Panchayati Raj (Eds.) M. Wadhvani and S.N. Mishra
5. सहभागिता, विकेन्द्रीकरण और विकास—ब्रह्मदेव शर्मा
6. Joint Management of Protected Areas in India—Report of a Workshop (Re-printed)—Shekhar Singh, Neena Singh, Saloni Suri and Ashish Kothari.

### C.S COMPUTER CENTRE

#### Training

IIPA Computer Centre conducted the Course on "Effective use of Computers in Administration" twice in the year, with emphasis on the latest topics like "Windows", "Internet" etc.

Computer Centre also extended support for Lectures and Practicals in the following seven courses:

1. 22nd APPPA.
2. Training Programme on Office Management for Officers of the Bureau of Indian Standards.
3. Vertical Interaction Course for IPS officers on Police Perspective Planning.
4. 4th Course on Development through Participation.
5. 7th Training Programme on Management for Medical Officers.
6. Management Development Programme on Project Management.
7. Economic Analysis of Irrigation Projects.

#### Support Services

- I. A customised package for calculating the feedback-statistics of the training course participants was developed on the 'Clipper' platform, which could be used by Course-Evaluation reports.
- II. E-Mail services have also stabilised and are being popularly used by IIPA faculty and staff for electronic transmission of messages in India and abroad.
- III. Marksheet for APPPA participants was generated using Electronic spreadsheet package, 'Lotus'.
- IV. There is now a widespread usage of word processing, Desk Top publishing and Laser printing by various sections of IIPA, especially in the following spheres.
  - (i) By Administration Section in preparation of Annual Report of IIPA, agendas and minutes of all committees' meetings, etc.



(ii) By Training Section for Laser printing of the "Course Certificates".

- V. The Computer Centre continues to offer regular services for "Payroll Computations", "Income Tax Calculation", "Photocopying" and support to other sections for new purchases/machine-upgradations.

### **New Installations**

Under the Plan-Grants for 1996-97, eleven pentium based Compaq machines were procured, one of which is of 'Server' configuration and one machine has 'Multimedia' set-up. Two colour HP-Inkjet printers were also procured besides some specialised software.

## **C.10 OTHER ACTIVITIES**

### **Visitors from Abroad**

Prof. Peter Katjavini, Vice-Chancellor of University of Namibia visited the Institute on September 17, 1996 and held discussions with the Director and faculty members on topics of mutual interest.

Mr. Joseph Vincent Tabone, Chairman and Chief Executive Officer, Management Systems Unit Ltd., visited the Institute on January 10, 1997 and held discussions with the Director and faculty members.

A Study Mission from Ethiopia consisting of ten senior officers of different ministries visited the Institute on January 17, 1997 to discuss employment guarantee/employment generation schemes/project constraints/solutions in planning implementation, monitoring and evaluation of such schemes/projects.

### **Progressive Use of Hindi**

Hindi Committee under the Chairmanship of the Director continues to promote the use of Hindi in the working of the Institute. The Committee decides about time-bound programmes and promotion of use of Hindi. Follow-up actions are also being taken to implement the decisions.

1. The Institute has Hindi Cell with two junior Hindi translators and one Junior Hindi Stenographer.
2. The Institute organised a lecture on "Sahbhagita Vikendrikaran aur Vikas" on March 27, 1997 by Dr. Braham Dev Sharma under the annual lecture series on 'Public Administration and Social Sciences'. The function was presided over by Shri M. Wadhwani, Director, IIPA. The lecture of Dr. Braham Dev Sharma along with the comments of Prof. K.N. Kabra, Dr. J.N. Upadhyay of the Institute and famous Gandhian Shri Siddharaj

Dhaddha and also with a bibliography on the subject was published by the Institute.

3. Two Stenographers, Smt. Daman Arora and Shri S.P. Sharma and two typists—Smt. Vimla Soni and Smt. K.P. Indira were nominated to attend Training Programme in Hindi Shorthand/Typing for the year 1996-97 under "Hindi Teaching Scheme" of the Department of Official Language. The trained Hindi Typists/Stenographer were given cash awards and increments as provided in the Scheme.

Smt. Poonam Ghai, Jr. Translator of the Institute was nominated for three months' Translation Training under Translation training programme to the Central Translation Bureau of Official Language Department.

4. Training Calendar for the courses conducted by the IIPA was brought out both in Hindi and English.
5. The Memorandum of Association and Rules and Election Bye-laws have already been brought out in bilingual form. The Annual Report of the Institute is being brought out both in Hindi and English every year.
6. The Institute conducts Annual Essay Prize Competition every year with a view to encourage original contribution to the study of Public Administration in all its aspects especially in the Indian context. The Institute also invites entries in Hindi for the Essay competition and prizes were won by Shri Kailash Nath and Dr. S.K. Kataria.
7. The information regarding invitation for entries of original books under "Indira Gandhi Rajbhasha Puraskar Yojna" received from Official Language Department are circulated among faculty members/staff.
8. During the year 1996-97, the Library purchased about 70 books in Hindi on Public Administration, Economics, Sociology and Political Science. The Library of the Institute is continuing with press clipping service of Hindi articles. Clippings of 7990 articles in Hindi have been collected. Hindi journals, periodicals and two Hindi newspapers are also subscribed/received by the Library. 195 Hindi books from different Academies and 98 books from Official Language Department, Ministry of Home Affairs, Government of India were selected for purchase.
9. All name plates, letter heads have been prepared in bilingual form.
10. Letters received in Hindi are being replied to in Hindi.

## D. ADMINISTRATIVE AND PERSONNEL MATTERS

### Appointments

Shri M.C. Gupta took charge as Director, IIPA on April 1, 1997 on the retirement of Shri M. Wadhwani.

### Retirements

Dr. B.M. Verma, Reader in Social Administration, retired on superannuation from the Service of the Institute on 31st July, 1996.

Shri K.K. Joshi, Production Assistant-cum-Senior Proof Reader Grade-I, retired on superannuation from the service of the Institute on 31st August 1996 and was re-appointed for a period of 6 months from Sept. 2, 1996.

Mrs. Santosh Bakshi, Assistant Librarian, Selection Grade, retired on superannuation from the service of the Institute on 30th September, 1996.

Shri Pitamber Mathpal, Library Attendant, senior scale, retired on superannuation from the service of the Institute on 31st October, 1996.

Shri C.P. Mehta, Assistant, (senior scale), retired on superannuation from the service of the Institute on 31st December, 1996.

Shri Tota Ram, Helper (Electrician), senior scale, retired on superannuation from the service of the Institute on 31st January, 1997.

Prof. D.D. Malhotra, Professor of Urban Management, retired on superannuation from the service of the Institute on 28th February, 1997.

Shri M. Wadhwani, Director, relinquished the charge of the office of the Director, IIPA on 31st March, 1997.

### Faculty Member Relieved on Duputation

Shri Pranab Banerji, Reader in Economic proceeded on deputation to join Lal Bahadur Shastri National Academy of Administration, Mussoorie, as Professor of Economics, for a period of one year with effect from the afternoon of March 31, 1997.

### Reservation for SC/ST in Respect of Posts under the Control of the IIPA

As in the previous years, the Institute continued to follow the guidelines laid down by the Government of India in regard to providing reservations for Scheduled Castes/Scheduled Tribes in the posts/services under the control of IIPA.

## E. FINANCE AND ACCOUNTS

### Revenue Account (Recurring)

During the year under report, maintenance grant of Rs. 176.00 lakh (including special grant of Rs. 23 lakh for payment of property tax to MCD) was received from the Ministry of Personnel, Public Grievances and Pensions, Government of India.

Receipts from membership subscriptions, sale of publications, rents, receipts from project equipments, overhead charges etc. amounted to Rs. 51.29 lakh. Fee from various fee-based and sponsored training programmes amounted to Rs. 43.50 lakh. Net fee from consultancy assignments amounted to Rs. 8.67 lakh. Thus, the total receipts under revenue account amounted to Rs. 279.46 lakh.

As against the revenue receipts of Rs. 279.46 lakh, the expenditure during the year under report amounted to Rs. 296.24 lakh under the following heads:

	(Rs. in lakh)
1. Establishment (Salaries and Allowances including of CRDA Rs. 14.70 lakh)	159.24
2. Conduct of Fee-based and sponsored Training Programmes	19.93
3. Research, Seminars and Conferences	0.95
4. Publications	9.02
5. Library Books and Periodicals	3.14
6. Promotion of Branch Activities	4.77
7. Campus Maintenance including Water and Electricity Charges, Rents, Rates and Taxes etc. (including Rs.7 lakh part payment towards MCD Property Tax arrears)	44.27
8. Administrative and Misc. Charges	37.51
9. Other Expenditure-CRD Administration	0.13
10. Advances to Employees	1.28
11. Amount 'Payable to MCD' A/C (Towards Property Tax arrears pending settlement of case)	16.00

Thus, there was an excess expenditure of Rs. 16.77 lakh in the revenue account during the year. Taking this into account and the excess expenditure of Rs. 7.66 lakh at the end of the previous year ending on March 31, 1996 the excess expenditure on revenue account at the end of financial year under report was of the order of Rs. 24.43 lakh.



This excess expenditure was primarily due to the fact that the maintenance grant received from the Government was not sufficient even to cover the salaries and Allowances of staff. The deficit is proposed to be met by effecting economy in expenditure to the extent possible, by augmenting income from Consultancy and Training Programmes etc., and requesting the Government for additional maintenance grant.

### Centre for Urban Studies (CUS)

A maintenance grant of Rs. 33.77 lakh (including balance of Rs. 1.58 lakh carried over from previous year ended on 31.3.96) was received from the Ministry of Urban Affairs & Employment (Department of Urban Development) Government of India during the year under report. In addition, receipts of Rs. 0.17 lakh accrued from sale of CUS publications and fee-based programmes, etc. Thus the total receipts under CUS amounted to Rs. 33.94 lakh.

Against the total receipt of Rs. 33.94 lakh, the expenditure on the Centre for Urban Studies amounted to Rs. 32.81 lakh. The balance of Rs. 1.13 lakh has been carried over for adjustment during the year 1997-98.

### National Centre for Disaster Management

The Ministry of Agriculture released a total grant of Rs. 34.43 lakh (including balance of Rs. 2.93 lakh carried over from previous year ended on 31.3.96) during the year under report.

Against the grant of Rs. 34.43 lakh, an expenditure of Rs. 30.78 lakh was incurred on: (i) Pay & Allowances of Staff and Other Activities of the centre (Rs. 27.16 lakh); and (ii) Creation of Infrastructure Facilities (Rs. 3.62 lakh) during the year. The balance of Rs. 3,64,442 has been carried over for adjustment during 1997-98.

### Capital Account (Non-Recurring)

Annual Plan Grant of Rs. 30 lakh was received during the year. The unspent balance of Rs. 7.77 lakh of the Plan Grant of previous year (1995-96) was carried over to the year under report. The expenditure incurred under each of these grants during the year and the balance carried over to the year 1997-98 is detailed below:

	<i>(Rs. in lakh)</i>		
	<i>Grant Available</i>	<i>Expdt.</i>	<i>Balance carried over to next year 1997-98</i>
1. Annual Plan Grant 1996-97	30.00	20.27	9.73
2. Balance carried over from Annual Plan Grant 1995-96	7.77	7.77	—
	37.77	28.04	9.73

*Specific Grants and Expenditure on Sponsored Training Programmes and Research Studies*

Grants/fee amounting to Rs. 86.60 lakh were received from the Ministry of Personnel, Public Grievances and Pensions, and other sponsoring Ministries/Departments for conduct of Training Programmes, Research Studies and Seminars etc. as under;

(Rs. in lakh)

1. DOP&T Sponsored Programme Advanced Professional Programme in Public Administration (APPPA)	16.85
2. Various Ministries/Departments Field visits/ dissertation, etc. of APPPA Participants	34.37
3. From Ministries/Departments (other than DOP&T), Various Ministries/Departments and other organisations like UNDP, World Bank, ICSSR etc. for Special Programmes, Research Studies, Consultancy Assignments, Seminars, etc.	35.38
	<u>86.60</u>

Expenditure on various programmes and Research Studies, etc. amounted to Rs. 86.76 lakh as detailed below:

(Rs. in lakh)

1. Advanced Professional Programme in Public Administration	17.52
2. Field Visits/Dissertation etc. by APPPA participants	24.78
3. Special Programmes, Research Studies, Consultancy Assignments and Seminars etc. sponsored by various Ministries/ Departments of Government of India and other organisations	44.46
	<u>86.76</u>

Balance from the grants/excess expenditure has been carried over for utilisation/adjustment during 1997-98.

Audited statement of account in detail is appended to this report (Annexure VI).

M/s Thakur, Vaidyanath Aiyar and Co. audited the accounts of the Institute of the year under report.

## **ANNEXURES**

### **Annexure 1(a)**

## **COMPLETED RESEARCH PROJECTS AND CONSULTANCY ASSIGNMENTS**

### **A. RESEARCH PROJECTS**

#### **1. PARTICIPATORY MANAGEMENT OF PROTECTED AREAS**

Society for Promotion of Wastelands Development and Ford Foundation sanctioned a grant of Rs.1,50,000 for undertaking this research project in the month of February, 1996 and the draft report was submitted in the month of August, 1996. Shri Ashish Kothari undertook this research study.

##### **A. Background to Project**

India's widespread network of protected areas (PAs, *i.e.*, national parks and sanctuaries) has been the most ambitious and effective strategy of conserving India's wildlife and natural habitats. The process of setting up and managing these protected areas, however, has also resulted in severe problems for local communities dependent on their natural resources for livelihood and sustenance. Lack of consultation and meaningful communication with these communities, restrictions on their access to resources, and indifference to their traditions of resource conservation and use, has created considerable hostility, resulting in conflicts of various kinds. Long-term and effective conservation in such a situation is not possible. Over the last few years, national debate on the issue has increasingly focused on the need for a more participatory approach to conservation.

A series of meetings have been organised on this and related subjects in the last few years, including a national one on "Exploring the Possibilities of Joint Protected Area Management" at the Indian Institute of Public Administration in September 1994, and an Asian regional one on "Community-Based Conservation" held at IIPA in February 1997. In addition, IIPA has in the past conducted research work, and done networking, on the subject. The current project attempted to build on these initiatives.

##### **B. Project Objectives**

The project's major objective was to explore the possibilities of participatory



or joint management in India's protected areas, and in particular examine the following :

- (i) The relationship between local communities and official conservation attempts.
- (ii) Appropriate institutional structures which could conserve and manage a protected area, taking in fully the rights and needs of local communities.
- (iii) The legal and policy implications of joint protected area management (JPAM), including possible changes in the Wild Life (Protection) Act.
- (iv) The precise sharing of rights, responsibilities, powers, and functions, that each partner in a participatory or joint management approach could have.
- (v) The possible benefits that local communities could get within and adjacent to the PAs.
- (vi) The processes by which a joint management strategy could be implemented.

### C. Project Methodology

The above objectives were sought to be achieved by a mix of methods, including :

- (i) Collection and analysis of available secondary literature, especially related to a critical examination of past and existing institutional structures, and to the concept and practice of protected areas.
- (ii) Field visits to some sites. The three protected areas chosen for this were Rajaji National Park (U.P.), Kailadevi Sanctuary of the Ranthambhor Tiger Reserve (Rajasthan), and Dalma Sanctuary (Bihar).
- (iii) Personal dialogue and consultation with a range of people and agencies, including forest and wildlife officials, conservationists, social activists, researchers, lawyers, community representatives, and district administration officials.
- (iv) Informal group meetings in some sample areas, where the problems and prospects of PA management were discussed with local community groups.
- (v) Workshops between the various 'stakeholders' in each area.
- (vi) The involvement of a number of outside consultants, both within and outside Delhi, to continuously enrich the Project Team's own experiences and expertise.

#### D. Project Outputs

The project outputs include the following :

- Document 1 : Project Overview
- Document 2 : Key Issues in Joint Protected Area Management
- Document 3 : Kailadevi Sanctuary, Rajasthan : Prospects for Joint Management
- Document 4 : Dalma Wildlife Sanctuary, Bihar : Prospects for Joint Management
- Document 5 : Rajaji National Park, Uttar Pradesh : Prospects for Joint Management
- Document 6 : New Directions for India's Wildlife Legislation
- Document 7 : Protected Areas in India : Proposal for an Expanded System of Categories
- Document 8 : People's Involvement in Protected Areas: Experiences from Abroad and Lessons for India
- Document 9 : Bibliography on Conservation and People

Several issues of JPAM Update, a bi-monthly newsletter giving news about protected areas and people, which is sent to about 300 individuals and groups.

Apart from this, the project also entailed considerable networking with other interested groups and individuals, including servicing of their specific needs related to protected areas and people. The workshops held in Kailadevi and Dalma, in association with local NGOs, helped to get various stakeholders together to discuss the future of the respective protected areas in relation to the needs of the local people. As follow-up, the respective state governments are considering the resulting recommendations. A seminar being organised by the Ranthambhor Tiger Reserve authorities in August 1997, will be considering the results of the Project work in Kailadevi Sanctuary in detail. The Government of India's Project Elephant is also considering the results of the work in Rajaji National Park and Dalma Sanctuary.

#### 2. SUSTAINABLE FOOD SECURITY IN BANGLADESH

This study was undertaken by IIPA and sponsored by United Nations Food and Agricultural Organisation. Prof. K.N. Kabra conducted the Research Project.

For a country like Bangladesh meeting the challenge of food security, the need for growing farm production and productivity (of both land and labour) in a sustainable manner, *i.e.*, without sacrificing long-run interests and capabilities, with cost price behaviour in harmony with the prevalent and emerging income and expenditure patterns, particularly of the food insecure groups, controlling excessive volatility in production, prices, and composition of the food basket, and regional balance cannot be overemphasised. For the specific conditions of Bangladesh, the policies and programmes have to respond to a number of important

issues. Though food security becomes operationally relevant at the household level, the question of intra-household allocation of food is no less important, especially for its gender dimension. Similarly, the vulnerability of deeply flood-prone and, cyclone-prone regions along the sea coast and internal water courses and, of the North to droughts is especially great. Bangladesh experience two lean seasons (the hungry months of March-April and September-October), every year, giving the question of food security a specific seasonal dimension. Regular recourse to food imports in order to meet the food gap have to be viewed in the context of persistent investment savings gap, trade deficit, heavy burden of external debt, huge debt-servicing ratio and heavy weight of a few products (jute and garments) among her exportables. Overall many physical spatial, material and demographic, social and economic factors buffet the food security of Bangladesh. The proposition, "Perhaps the starkest, most startling consequence of poverty in Bangladesh is that fully half the country's population cannot afford an adequate diet" (Working Group on Targeted Food Intervention, 1993, 1) captures only the generality of the phenomenon and leaves out some highly specific critical elements of food insecurity in Bangladesh.

In addition to the specifics seen above, another one concerns the link between food consumption and nutrition, owing to the fact that "a major constraint to conversion of food into nutrition is the widespread incidence of intestinal and other diseases in Bangladesh", (Ghafur, Abdul, 1990, 66-67). This factor, though difficult to quantify, is brought out clearly from the data on the incidence of common communicable diseases in Bangladesh, (Karim, E., 1996) which remains high as a cumulative result of a mix of climatic, behavioural, economic and topographical factors.

Thus the question of food security in Bangladesh is concerned as much with the adequacy and growth of overall food supply, underlined on account of high income elasticity of demand and weight of food in overall consumption expenditure, as with the limited, wavering and shaky ability of millions of poor households the landless, small and marginal farmers, the artisans, etc., who constituted in 1976-77 some 43.24 per cent of total households, (Mujeri and others, 1993, 233) and the majority of urban informals — to access food. A contribution in the same direction is made on account of the combined effects of income, price and distributional factors. It is true that now the spectre of starvation deaths like the one witnessed in 1943 and in 1974 famines no longer stalks Bangladesh, though the fear of such a catastrophe continues to haunt and, given the fury of cyclones and floods, to an extent, does occasionally become a grim reality, accentuating food insecurity (Hossain and others, quote a *New York Times* report which maintains that "poverty, more than weather, is the killer". 1992, 238). Thus attainment of food security at the macro and micro levels remains a constant concern of public policy and international community. The present exercise is concerned with various issues involved in ensuring sustainable food security in Bangladesh, as they evolve after the first Food Summit in 1974 and explore the

prospects of regional cooperation on these issues among the South Asian countries.

On the basis of the foregoing examination of food security issues in Bangladesh, it seems to us that the following areas may well be explored for mutually beneficial national self-reliance fostering regional cooperation in SAARC Member States:

- (i) Flood control, drainage and water resource management. Cooperation between upper riparian and lower riparian states with similar economic structure, low land-man ratio and vulnerability to natural disasters cannot be overemphasised. Joint action in weather monitoring and forecasting would help farm level planning, development of fisheries, and flood prevention measure.
- (ii) Buffer stocks, both of foodgrains and major modern farm inputs, are a crucial element in inter-temporal food security. The simple logic that larger the unit for which buffer is maintained, lower the cost suggests a fruitful arena is regional co-operation.
- (iii) R&D in farming, including eco-farming, genetics, post harvest technology and environmental problems for countries facing similar issues and constraints need exploration.
- (iv) Common policy experience, under 'Green Revolution', SAP, anti-poverty programmes, etc., provide great scope for learning and innovations. This may also pave the way for evolving a common stand on issues like WTO.
- (v) Trade in food and non-food products, particularly in the context of adjustments necessitated by WTO may be a relatively more difficult area in which cooperation can be initiated. But with initiatives like SAPTA, a gradual approach building on the experience of informal border trade, may provide useful clues.

### 3. PERSONALITY AND CONDITIONING OF WOMEN ADMINISTRATORS

IIPA sanctioned an amount of Rs.5,000 to Dr. (Mrs.) Lipi Mukhopadhyay for undertaking this Case Study in 1993-94 and the report was submitted in the month of May 1996.

#### Objectives of the Study

- (i) *Objectives of the Study:* whether Personality and perception of women are influenced by sociological reasons, rearing practices, family, etc., and their likely impact on work behaviour.
- (ii) *Methodology:* Survey based research study administered questionnaire and engaged interview with Lady IAS Officers of Delhi, Haryana, Rajasthan and UP.
- (iii) *Major Findings:* It does influence the personality and overall attitudes/



perception of women in general. In administration gender role and perception of others influence work behaviour of lady IAS Officers.

- (iv) *Major Recommendations:* Irrespective of gender issues women employees should be placed and promoted on the basis of their credentials and ability in job performance.

#### 4. ADMINISTRATIVE WELFARE SERVICE: A COMPARATIVE STUDY OF GOVERNMENT AND NGOs IN DELHI

IIPA sanctioned an amount of Rs.40,000 to Dr. M.K. Narain to undertake this Research Project in the month of December 1994 and the report was submitted in the month of March, 1997.

##### Summary of the Report

The study was designed to look into the problems of implementation of a few welfare services run by government as well as non-governmental organisations related to health, vocational training and dowry with the objective to study organisational structure, financial resources, process of delivery system, reactions of beneficiaries about the services and suggestions for improvement.

The methodology of the study consisted of selection of Anti Dowry Cell, vocational training and health (ICDS) units of Delhi Administration and similar organisations run by NGO. In total, 18 officials and 53 beneficiaries and 17 officials and 62 beneficiaries belonging to government and non-governmental organisations were interviewed with the help of an interview schedule.

##### Findings

The main findings included, both types of organisation identified needs of the client through survey. The NGO organisations were having detailed surveys than government organisations. The beneficiaries of both organisations changed Institutions due to dissatisfaction of services. The Government and NGO differed in delivery of services; the NGO services were more systematically planned than government thus received non-cooperation from beneficiaries. There was lack of feed-back about the services in government organisation. There was also lot of scope to develop NGO organisation to share burden of Government.

#### 5. DEVELOPMENT AND ECOLOGICAL ROLE OF NEEM IN INDIA

The IIPA was entrusted with the task of undertaking a secondary material based quick study on the development and ecological role of neem tree by the Neem Foundation, Mumbai. Prof. K.N. Kabra conducted the Research Project.

##### Overview

There are about 20 million neem trees in India. Under favourable conditions

fresh fruit yield per fully grown tree is about 50 kg per year. If 50 per cent are accessible and tapped, the total annual neem seed production may well reach the level of 5 lakh tonnes. The present level of collection is about 25 to 30 per cent which shows the potential for additional employments and income generation. This is just one use. Since every part of neem tree has a multiplicity of vital and valuable uses, its total potential in fields as diverse as agriculture, forestry, agro-forestry, pesticides, increasing fertilizers nitrogen efficiency, birth control, environmental upgradation, medicine, wasteland development and rural industries is immediate.

Because of poor quality of seeds and their weak bargaining position, the seed collectors income is in the range of Rs.500 to Rs.2500 per ton of seeds, giving a total value in the neighbourhood of Rs.100 crore. As a part-time supplementary income if a poor villager is able to tap 100 neem trees in a year, an additional income flow of Rs.10,000 per annum can be earned. With the modest target of reaching 50 per cent of the tree population, this kind of additional income just by seed collection can be given to one lakh persons. Better quality seed would fetch upto Rs.4,000 per ton which would double our estimates of neem potential.

The best way to popularise the use of neem products is through neem growing demonstration centres and bridging the gap between labs and farmers. Government, non-government organisations, can provide training to villagers for preparation of various neem products. This activity could usefully be added to TRYSEM. Care is needed in selecting trainees under TRYSEM. They should be people already connected with the activity or with an assurance that training will be put to practical use. Government and non-government organisations can also provide assistance for setting up of small scale units in rural areas for oil extraction and simple pesticidal preparations.

What is presently a less popular phenomenon is the systematic planting of neem trees. In this respect, systematic and vigorous efforts are needed by way of individual initiative by farmers, landless rural workers, horticulturists, rural artisans, unemployed youth and forest-related interests. Planned planting and propagation of neem trees mainly as a subsidiary viable economic activity has to be encouraged. The public intervention for this purpose has to be mainly by way of publicity, extension, availability of saplings, R&D, co-ordination, etc.

The organised sector has to play a more focussed role in setting up R&D facilities for neem and neem-based products.

The reported decision by the Ministry of Environment and Forests, Government of India, to set up a Neem Board may go a long way if it does not become a centralised monolith concentrating all powers, resource and responsibilities at the Centre. What is required is its role as a central catalytic co-ordinating and monitoring organisation. It should help local agencies to plan and implement programmes for propagating neem and neem-based activities. It could provide assistance to the lower planning and administrative agencies without stifling local initiatives. An eminently viable activity like one based on the neem tree, with all

its backward and forward linkages, requires recognition, help and removal of hurdles rather than creation of vested interests by the institution of subsidies.

What needs to be stressed is that it is both possible and desirable to integrate the neem from plantation to utilisation with a number of on going rural development programmes, like, IRDP, Employment Assurance Scheme, DPAP, DDP, wasteland development, JRY, etc.

If banks could lend against the security of neem tree and stocks of neem products at different stages of production, the capacity of the resource limited entrepreneurs to make use of neem for self-employment would go up. Organising neem or Vriksha co-operatives or Vriksha Sena can also help the poor in pooling their resources. TRYSEM can provide critical, employment related inputs. Neem Research units in AFRI, Forest and Agriculture research centres, pesticides and fertiliser units as well as universities, scientific laboratories at many levels and in co-ordination with those connected with neem may be profitably set up. Demonstration units for neem-based products in these centres could be an effective tool of extension. Social Advertising on electronic and print media (both official and non-official) especially in Indian languages, can take the message of neem to every hamlet, village and home.

Neem based industries are eminently suitable for meeting both the local needs, using local resources and linking up in a symbiotic manner with a number of other rural activities and industries. India has a vast fund of traditional technological knowledge about neem products, it is time the traditional processes and equipment for producing neem products are tried on actual, commercial scale and 'learning by doing' is used for further improvements and economic use.

Economically sound and viable resource like neem needs say positive incorporation on merits in our plans and policies.

Neem has too strong a case for itself to need any artificial props. The need is just to adopt it, propagate it and will carve out a niche for itself.

## **6. RESCUE, RELIEF AND REHABILITATION IN MAHARASHTRA EARTHQUAKE**

This Research Project was sanctioned by the IIPA in 1994 and project report was submitted in the month of March 1997. Dr. M.K. Narain coordinated the Research Project. Total sanctioned amount for this project was Rs. 40,000.

The earthquake in Maharashtra occurred on November 30, 1993 and the most affected districts were Latur and Osmanabad. The study was conducted in the same districts in Maharashtra in which 67 villages were damaged, 8000 people died due to collapse of housing structure and property worth of lakhs were damaged. The objectives of the study were: (a) to study organizational structure for rescue-relief and rehabilitation, financial aids, problem of coordination, role of NGO and reaction of victims.



## Methodology

The methodology for the study included discussion with the officials, non-officials and victims with the help of a interview schedule, at centre, state, block, tehsil and village level of two selected villages each in Latur and Osmanabad districts. Apart from this, NGO were also contacted for their reactions. In total 451 respondents were interviewed included officials, non-officials, public leaders, NGO and households.

## Findings

The study found time gap between occurrence of disaster and help received by victims. Lack of coordination among various agencies, dissatisfaction about distribution of relief material, hindrance in relief efforts due to VIP movements, theft, community shelter, allotment of shelter, role of media, lack of transparency in dissemination of information to the needy.

## 7. RURAL SANITATION: THE MEDINIPUR MODEL – A CASE STUDY

Dr. Jaytilak Guha Roy conducted the case study which was sponsored by Ministry of Rural Areas and Employment, Government of India. The sanctioned grant for the project was Rs.15,000. The Research Project was submitted in the month of August 1996 and the report was submitted in the month of March 1997.

### Objective

To review the laudable role played by Panchayats and NGOs in Rural Sanitation.

### Major Findings

- (i) This was an intensive sanitation project based on an alternative, integrated approach.
- (ii) It was not confined to construction and maintenance of latrines but also sought to develop a fully integrated support system to sustain practices related to hygiene, home and environmental sanitation.
- (iii) It was a fully self-sustaining project relying on mobilisation and intermediation in communities through Panchayats and NGOs rather than on subsidy.
- (iv) It was based on holistic development of sanitation as a total package.
- (v) It made full cost recovery possible by making technology options affordable and acceptable.
- (vi) This case study demonstrates how the Project could achieve its physical targets with self-sustainability without having a target-oriented approach in the traditional manner.

## 8. RURAL BANKING AND SERVICE AREA APPROACH

The study was conducted by Dr. A. Sarada and was funded by IIPA.

### Objective of the Study

The Service Area Approach to rural lending lays emphasis on micro level planning at the branch levels and incorporates all the refinements found necessary by years of experience in the credit planning process. The main objective of the study is to make a performance appraisal of Service Area Approach in terms of improvements in the identification of beneficiaries for assistance and identification of projects/schemes etc., improvements in loan disbursements, loan recovery etc; improvements in coordination among line agencies, and monitoring of projects/schemes and finally appraisal of the staff capabilities and skills for effective operationalisation of this Approach.

### Methodology

The study was conducted in Thrumalaya Palem Block of Khamman District of Andhra Pradesh. All bank branches operating in the Block were selected for the study besides the bank officials, the government officials at the Block level, Lead Bank officials, NABARD officials and DRDA officials at the District level and a few beneficiaries from each bank branch numbering 90 were interviewed for the study. A combination of interview, observations, verification of records was used for filling in the pre-structured schedules.

### Major Findings and Suggestions

The method of linking bank credit plans to development plans under this approach has resulted in correct identifications of schemes and activities, and capable beneficiaries of those schemes. Beneficiaries are now more aware that unless they repay their previous loans they cannot approach the bank or any other agency for further loans. Recovery position is improving. Coordination between bankers and other like agencies is lacking especially in providing linkages and loan recovery. There should be a joint training of bankers as well as the officials of the coordinating agencies on an intensive scale for improving the skills of identifying the rural capabilities and problems and issues of coordination

## 9. DEPOSIT MOBILISATION BY RURAL CREDIT INSTITUTIONS : THE CASE OF PRIMARY AGRICULTURAL CREDIT SOCIETIES

This Research Project was sanctioned by the IIPA in the month of April 1989 and Project report was submitted in the month of September 1996. Shri Pranab Banerji was Faculty Incharge of this Project. Total sanctioned amount for this project was Rs.20,000.

The study develops a theoretical framework to explain rural deposit mobilisation and puts it to empirical testing. Besides giving a descriptive account

of deposit mobilisation by Primary Agricultural Credit Societies (PACS) in India and a brief survey of the literature on rural deposit mobilisation in developing countries, the study attempts to construct a theoretical model of peasant-household deposit behaviour, followed by an econometric analysis of the factors that have affected the growth of deposits of the PACS in the country.

The results show that the effectiveness of financial liberalisation policies in rural deposit mobilisation may be limited as rural deposits are not responsive to interest rates; instead, these are highly responsive to the physical expansion of financial institutions. It also shows, that in the context of peasant-household decision-making, a very high deposit rate may, in fact, lower farm investment by peasant households.

## **B. CONSULTANCY ASSIGNMENTS**

### **1. COST OF BUSINESS TRANSACTED AT PARLIAMENT – CONSULTANCY ASSIGNMENT**

The Ministry of Parliamentary Affairs, Government of India gave a consultancy assignment to workout the cost of Business Transacted at Parliament. The assignment led to designing of a methodology to workout cost of a Business Transacted at Parliament. Considering the laid out procedure for drafting of a bill—official as well as non-official—and for enactment of legislation, and also the existing system of account heads and record keeping, three alternative approaches were designed to workout the cost of business transacted. Cost per hour of business transacted in each House was adopted as the basis for estimation of cost for business transacted. Alternatively cost per hour of each House as well as of each Committee was used as the basis. Total number of business hours 'Budgeted' for each House and for various Committees were recommended as the parameter for estimation of cost per hour. Cost centre concept approach was recommended as another approach to ascertain the cost; and centres or divisions, each contributing, directly or indirectly, to the performance of a business were to be identified from the two Houses of the Parliament.

### **2. RECASTING INDICES FOR DEVELOPING COUNTRIES**

Dr. Aasha Kapur Mehta conducted the present Consultancy Assignment which was sponsored by Karnataka Women's Information and Resource Centre together with National Commission for Women and UNDP Human Development Report Office, New York. The sanctioned grant for this consultancy assignment was Rs.10,000. The grant was made available in the month of February 1996 and the final document was submitted in the month of October 1996.

#### **Objectives of the Study**

- (i) To look at the HDR of the UNDP critically as also its assumptions,

measuring devices and ranking and construct alternative indices and evolve guidelines for future HDRs.

- (ii) Plan and Steer an International Technical Workshop on 'Building a Framework for Measuring Gender Equity'. Analysed the Gender Empowerment Measure developed by the UNDP. Constructed alternate indices of gender empowerment for 16 states of India including representation at the Panchayat level and exercising the right to vote.

### Major Findings and Recommendations

The UNDP's Human Development Report uses various indicators to rank countries on the basis of their performance in the sphere of human development. These indicators include the human development index (HDI), the gender development index, (GDI) and the gender empowerment measure (GEM).

The Director, UNDP Human Development Report Office, New York and KWIRC co-sponsored an International Technical Workshop on the Human Development Report at Bangalore in May, 1996. The objective was to put together a group of 18 professionals and experts from different parts of the world to look at the Human Development Report of the UNDP critically, as also its assumptions, measuring devices and ranking, construct alternative indices and evolve guidelines for future HDRs.

The task for this assignment was to :

- (i) plan and steer the workshop
- (ii) analyse the Gender Empowerment Measure in terms of the inadequacies of the index and use a third world perspective to construct an alternate GEM for India.

UNDP's GEM seeks to determine the degree to which men and women participate actively in professional, political and economic activity and take part in decision-making.

Specifically, the HDR measures GEM on the basis of indices pertaining to the following three variables:

- (i) Power over economic resources, measured by per capita income.
- (ii) Access to professional activities and participation in economic decision-making based on share of jobs in the professional, technical, managerial and administrative category.
- (iii) political opportunities and decision-making reflected by share of parliamentary seats.

The 1995 HDR, estimates GEM for 116 countries and notes that only nine countries have GEM values above 0.60 while 24 countries have values below 0.25.

While such an index may reasonably reflect the level of relative disparities in empowerment in the West, it is inadequate in the context of the Third World in that it captures a very small segment of the population.

Three alternate indices of gender empowerment were constructed for 16 states of India, based on the following indicators:

- representation in the Lok Sabha
- representation in the State Legislature
- representation in the Gram Panchayat
- representation in the Panchayat Samiti
- representation in the Zilla Parishad
- literacy rate
- exercising the right to vote
- life expectancy
- per capita income

The analysis clearly shows that :

- (i) affirmative action in terms of the constitutional amendments has had a tremendous impact on reducing the inequalities in political representation at the levels of the Gram Panchayat, Panchayat Samiti and Zilla Parishad.
- (ii) male-female inequality is almost non-existent when measured in terms of the electorate exercising the right to vote. In other words, where one segment of society does not "take away" from another, differentials are low.
- (iii) gender differentials are very high in terms of the income index.
- (iv) the scores and ranks attained by the different states for each of the variables reveal gender-based disparities that can be meaningfully used by policy makers and analysts.
- (v) looking only at the average of different indices results in significant loss of information. More useful comparisons can be drawn from a vector of indices.
- (vi) lack of accurate data especially gender-desegregated data is another area that needs attention.

The scores and ranks attained by different states for each of these variables could be meaningfully used by policy makers and analysts.

### Outcomes

- (i) The results were presented and discussed at an international technical workshop on "Building a Framework for Measuring Gender Equity" held



at Bangalore in May, 1996. The paper entitled "Recasting Indices for Developing Countries: A Gender Empowerment Measure" was published in the *Economic and Political Weekly*, October 26, 1996.

- (ii) A coauthored report covering the papers prepared for the workshop is being published.

### 3. RURAL WOMEN'S DEVELOPMENT AND EMPOWERMENT PROJECTS

The consultancy on Rural Women's Development and Empowerment Project was sponsored by the (World Bank Resident Commission, in the month of July 1996 and report was submitted in the month of September 1996. This consultancy assignment was undertaken by Dr. Aasha Kapur Mehta.

#### Terms of Reference

- (i) to participate in the World Bank – MYRADA information dissemination workshop at Hasur on "Planning and Implementation of the Rural Womens Development and Empowerment Project", July 2-6, 1996.
- (ii) to attend the workshop on Monitoring at ISEC, Bangalore on July 5, 1996.
- (iii) to prepare the Terms of Reference for market surveys, techno-economic surveys and design consultancies to be used by the states implementing the project.

### 4. TRAINING NEEDS ASSESSMENT FOR MUNICIPAL AND URBAN DEVELOPMENT AUTHORITIES

The Ministry of Urban Affairs and Employment, Government of India sanctioned a grant of Rs.80,000 for undertaking this Research project in the month of July, 1995 and the report was submitted in the month of July, 1996. This research project was undertaken by Prof. Girish K. Misra.

#### Objectives of the Study

To assess the training needs of municipal and urban development agencies.

#### Major Findings

- (i) The study aimed at identifying training needs for municipal and urban development in view of the present requirements, like Constitution Amendment Act, Sustainable Development, Privatisation, etc.
- (ii) The case study of GBMC (Greater Bombay Municipal Corporation) has shown the specific training requirements of various officials – senior and middle level in administration, personnel and accounts departments of the Corporation.



- (iii) The continuing programme of training and information to support training courses has been suggested.

### Recommendations

- (i) The need for in-house training centres or units in municipal corporations has been established, GBMC has one such unit.
- (ii) The participation of NGO's voluntary agencies and private sector in municipal development works has been brought out.
- (iii) Available training facilities should be utilized.
- (iv) Education in training in municipal development should be imparted in universities and institutions of public administration.
- (v) Motivation for training and application of knowledge gained should be provided by municipal corporations in the country.
- (vi) Based on the case study of GBMC, the training needs assessment (TNA) in the country for municipal and urban development should be undertaken by IIPA to provide more realistic basis.

### 5. ECODEVELOPMENT

The IIPA was requested by the Ministry of Environment and Forests, Government of India, to coordinate the preparation of the project proposal on ecodevelopment for possible funding by the World Bank and the Global Environment Facility (GEP). The cost of preparation was met by the United Nations Development Programme (UNDP). Shri Shekhar Singh conducted this consultancy assignment.

As the co-ordinating agency, the tasks undertaken by the IIPA included the following:

1. Development of the concept of ecodevelopment.
2. Assisting the MOEF in identifying the sites that were to be taken up under the ecodevelopment project.
3. Identification of individual national consultants and other national and regional NGOs, and institutions who could assist in the project formulation.
4. Developing the terms of reference and supervising the work of these national consultants and participating NGOs and institutions.
5. Developing indicative plans for each of the sites selected.
6. Developing a comprehensive country proposal, based on the indicative plans developed for each of the selected sites, and including indicative

budgets, details of monitoring and evaluation systems, proposed institution and structure, and a plan for research.

7. To discuss the proposed country plan with various experts and stake holders both within and outside the government, at the national, state, district and village levels.
8. To finalise the country proposal and assist the Government of India in negotiating with the World Bank and the GEF for financial support.

The outputs of the assignment are briefly described below:

1. The concept of ecodevelopment was developed in a participatory manner and got approved from the Ministry of Environment and Forests. Briefly, ecodevelopment is:

- An approach at conserving ecologically sensitive areas, especially national parks and sanctuaries;
- Conserving them in a way in which the local communities dependent on these areas for their basic needs are provided appropriate alternative sources of biomass and incomes.
- Planning and implementing such activities in a participatory manner which is site specific and micro level.
- Setting up institutions to sustain ecodevelopment activities and to involve the local communities in the management of national parks and sanctuaries.

2. Eight sites were chosen for inclusion in the ecodevelopment project. These were:

Ranthambhore National Park in Rajasthan  
 Buxa Tiger Reserve in West Bengal  
 Periyar Tiger Reserve in Gujarat  
 Gir National Park in Gujarat  
 Pench National Park in Madhya Pradesh  
 Nagarhole National Park in Karnataka  
 Palamau Tiger Reserve in Bihar  
 Similipal Tiger Reserve in Orissa

## Annexure 1(b)

## A. RESEARCH PROJECTS IN PROGRESS

Sl. No.	Project	Faculty Incharge	Year of Initiation	Due date of Completion	Funding Agency	Grant (Rs.)
<b>Internally Funded Research Projects</b>						
1.	A Study of Some Aspects of Public Administration in the State of Mizoram	A.K. Sharma	May '92	Jun. '97	IIPA	5,000
2.	Organisation of the Government of India	Sujata Singh	Apr. '95	Dec. '97	IIPA	Initial Funding by IIPA
3.	Role and Involvement of PRIs in Decentralized Planning (A Case study of West Bengal)	S.N. Mishra	Mar. '95	Octo. '98	IIPA	1,00,000
4.	Capacity Building for NGOs	M.K. Narain	Feb. '97	Nov. '97	IIPA	40,000
<b>Externally Funded Research Projects</b>						
1.	Evaluation of Micro Plans in Ganjam Kalanaur of Orissa	R.K. Barik Anil C. Ittyerah	May '96	Apr. '97	NAEB Ministry of Environment and Forests, GOI	1,10,000
2.	Participatory Management of Protected Areas	Ashish Kothari	Jan. '96	Jun. '97	SPWD Society for Promotion of Wasteland	1,50,000
3.	Recasting Human Development Indices for Developing Countries	Aasha Kapur Mehta	Jan. '96	Oct. '97	Karnataka Women Information and Resource Centre & Department of Women and Child Development, Ministry of HRD, UNDP	35,000
4.	Recruitment Policy and Programmes of State Police Organisation	O.P. Minocha J. Guha Roy	Jan. '96	Sep. '97	BPR&D	98,000
5.	Role and Involvement of PRIs in Decentralized Planning	S.N. Mishra	July '96	Nov. '97	Ministry of Rural Development, GOI	1,06,000

Sl. No.	Project	Faculty Incharge	Year of Initiation	Due date of Completion	Funding Agency	Grant (Rs.)
6.	Evaluation of Administrative Structure in Tribal Areas with reference to effective coordination and Implementation Committee	Lipi Mukhopadhyay	Dec.'95	Jun.'97	Ministry of Welfare, TDA	1,50,000
7.	Role of Rural Women in Panchayati Raj—A Case Study	Lipi Mukhopadhyay	Dec.'96	Dec.'97	Ministry of Rural Areas & Employment, GOI	35,000
8.	Natural Resource Accounting	Shekhar Singh	1996	1998	Ministry of Environment & Forests, GOI	9,00,000
9.	Survey of National Parks	Shekhar Singh Ashish Kothari	1985	On going	Wildlife Institute of India (three volumes already published)	8,34,000
10.	Poverty Alleviation Programme and their Implementation Bottlenecks	R.K. Tiwari	Jan.'95	Jun.'97	Ministry of Rural Development, GOI	1,06,000
11.	Case Study on Involvement of PRIs in Development of Small Scale Watershed	J.N. Upadhyay	Mar.'96	Aug.'97	Ministry of Rural Development, GOI	15,000
Others						
1.	Women in Unorganisational Sector—A Study of Maid Servants in Delhi	Shanta Kohli Chandra	Oct.'96	Mar.'98	Own study—Unfunded Project	
2.	Public Management: The Issues at the Cutting Edge (Tentative Title)	A.K. Sharma	Jan.'97	Dec.'98		Unfunded Project
3.	Research Project on Modern Industrialisation and Decentralised Rural Industries	K.N. Kabra	Feb.'97	Jul.'98		Unfunded Project

## B. CONSULTANCY ASSIGNMENTS IN PROGRESS

<i>Sl. No.</i>	<i>Project</i>	<i>Faculty Incharge</i>	<i>Year of Initiation</i>	<i>Due date of Completion</i>	<i>Funding Agency</i>	<i>Grant (Rs.)</i>
1.	Trade Related Entrepreneurship Assistance and Development	Aasha Kapur Mehta	Dec.'96	Nov. '97	UNIFEM South Asian Regional Office	3,12,500
2.	Biodiversity Conservation Prioritisation	Shekhar Singh	1996	1998	WWF-India	4,00,000
3.	Development of Management Information and Monitoring System for Andaman and Nicobar Administration	J.C. Kapur	Oct.'94	In Progress (Phase I Completed)	Andaman Nicobar Admn.	6,00,000
4.	Development and Implementation of Computer Software for Selection of Principals and Teachers of KVS	J.C. Kapur	June'96	In Progress	Kendriya Vidyalaya Sanghathan	16,00,000

## ANNEXURE II

### ACADEMIC CONTRIBUTIONS (OTHER THAN TRAINING AND RESEARCH) OF IIPA FACULTY AND LIBRARY PROFESSIONAL STAFF

#### FACULTY

##### CHANDRA, SHANTA KOHLI

**Papers/Articles:** "NGOs in Development", NGO in Development: Theory and Practice, (ed. Noorjahan Bava) Kanishka Publishers, New Delhi, 1997.

##### DHAMEJA NAND

**Papers/Articles:** "Municipality Bonds as Source for Infrastructure – various Issues", *MDI Management Journal*, Vol. 9, No. 2, July, 1996.

"Revaluation of Fixed Assets", *The Chartered Accountant* (Journal of the Institute of Chartered Accountants of India), January 1997.

"Liberalisation of Infrastructure Finance: BOOT and Private Sector Involvement", *Globalisation of Indian Economy*, (ed. Ramakant and Sugan C. Jain), Pointer Publishers, Jaipur, 1996.

**Book Reviews:** "Public Enterprise Management", B.P. Mathur, (Macmillan, New Delhi, 1993), *The Indian Journal of Public Administration*, January-March 1996.

"Mutual Funds: A Comprehensive Approach", Dr. Peeush Ranjan Aggarwal (Orient Law House, New Delhi, 1996), *MDI Management Journal*, (Forthcoming Issue).

**Association with Committees:** (i) Member, Governing Body, Keshav Mahavidyalaya, University of Delhi, Delhi (ii) Member, Governing Body, Bhim Rao Ambedkar College, University of Delhi, Delhi and (iii) Member-Secretary, Case Studies Committee of IIPA.

##### GUPTA, RAKESH

Association with Committees: Assistant Editor – *Nagarlok*.

##### GUHA ROY, JAYTILAK

**Chapters in Books:** "Law and Order Management and Institution of District Magistrate and Police Commissioner", [S.C. Vajpeyi and S.P. Verma (eds.)], *National Capital Territory of Delhi: A Study on Landmarks in State Public Administration Since Independence*, IIPA Delhi Regional Branch, 1996.



**Papers/Articles:** "Contemporary Relevance of Gandhian Ideology", Gandhi Jyoti, *Gandhi Jayanti Special Number*, Vol. 14(1), October 1996.

**Seminars/Conferences:** Third International Crime Conference on "Crime and Justice in the Nineties", organised by Criminological Society of South Africa and Institute of Democracy in South Africa at the University of South Africa, Pretoria, July 3-5, 1996. Paper presented: "Organised Crime in the Metropolis: The Indian Perspectives".

Seminar on "Social Justice and Role of Judiciary", organised by IIPA Budaun Local Branch, August 25, 1996, Presented the Key Note Paper.

Seminar on "Challenge to Indian Democracy" organised by Department of Political Science, Sri Guru Tegh Bahadur Khalsa P.G. College, University of Delhi, December 12, 1996. Paper presented: "State Violation of Human Rights: A Challenge to Indian Democracy".

National Seminar on "Land Reforms and the Scheduled Castes" organised by Indian Social Institute, New Delhi, December 16-18, 1996. Paper presented: "Impact of Land Reforms on the Scheduled Castes: The West Bengal Experience".

Seminar on "Rural Sanitation and Human Rights Movement", organised by Development Research Communication and Services Centre, Calcutta, February 7-9, 1997. Presented the Theme Paper.

XIth Conference of the Indian Social Science Association, organised in Collaboration with AADHAR and Department of Science and Technology, Government of India, at Agra, March 14-15, 1997. Paper presented: "Rural Sanitation: The Medinipur Model".

National Seminar on "Indian Politics at the Crossroad" organised by Department of Political Science, Vidyasagar University, Medinipur, West Bengal, March 27-28, 1997. Paper presented: "Problems of Good Governance".

**Association with Committees:** 1. Member, International Organising Committee, Indian Institute of Security and Safety Management; and

2. Member, Executive Committee, Indian Social Science Association.

#### **KABRA, K.N.**

**Books:** 1. *Neem: Development and Ecological Role* (Jointly with Dr. V. Upadhyaya of I.I.T., Delhi) published by Neem Foundation, Mumbai.

**Chapters in Books:** "Public Distribution System" (Co-author).

"Era of Scams" Both in *Alternative Economic Survey 1995-96*. Published by Delhi Science Forum on behalf of Alternative Survey Group. The PDS Eludes the Poor in *Review of the Indian Economy 1995-96*, Allahabad, Arthik Anusandhan Kendra.

**Papers/Articles:** "How best to Dovetail Ensuing Budget with the Common Minimum Programmes", *Mainstream*, July 20, 1996.

"Issue for Debate - Era of Scams", in *Lokayan Bulletin*, 12.5.1996. "Budget: Fallacy of Leaning on Corporate Shoulders", *Mainstream*, August 3, 1996.

"Structural Adjustment and Rural Development: Are Rural Poor's Basic Rights Granted", *New Age*, August 18-24, 1996.

"Regional Rural Banks" Fine-Tuning to the Specifics, *Kurukshetra*, July, 1996.

"Accountability of Higher Education", *IASSI Quarterly*, January-June, 1996.

"Paradigm of Liberalisation Compatibility with Social Concerns", *IJPA Special Number*, July-September, 1996.

"Uncaging India: A Misleading Rhetoric", *Chartered Financial Analyst*, December, 1996.

"Minimum Basic Services Lessons From the Past", *Kurukshetra*, October-November, 1996.

"Rethinking Food Security in the context of Alternative Development Paradigms", *Asia-Pacific Journal of Rural Development* (Journal of UN CIRDAP, Dhaka) Vol. VI, No. 1, July 1996.

"Budget: Deficit in Thinking and Commitment", *Mainstream*, March 1996.

### लेख

1. अर्थव्यवस्था का असली चेहरा, अप्रैल 96, स्वदेशी पत्रिका, फाल्गुन-चैत्र 2053 ।
2. विदेशी पूंजी और भारतीय उद्योग, स्वदेशी पत्रिका, मई 96 ।
3. बजट 1996-97 : चन्द सवाल, देशकाल मासिक, अगस्त 96 ।
4. सांप तो मरा नहीं, लाठी टूट गयी, स्वदेशी पत्रिका, अगस्त 96 ।
5. 'बुनियादी सुविधायें : बुनियादी दुविधायें', कुरुक्षेत्र, अक्टूबर-नवम्बर, 1996 ।
6. 'हमारी कोई बेतन नीति नहीं है', माया, 31 दिसम्बर 1996 ।
7. प्रतिपक्ष: भारत का निजी निगमिक क्षेत्र ।

### किताबों में अध्याय

1. वैकल्पिक आर्थिक सर्वे : दिल्ली साईन्स फोरम तथा विकास  
क. सार्वजनिक वितरण व्यवस्था (सह लेखक)  
ख. घोटाला-युग
2. आई.आई.पी.ए. समाज विज्ञान भाषण माला का पुस्तिका 'राष्ट्रीयता, स्थानीयता और विकास में एक टिप्पणी' ।

**Book Reviews:** "Black Incomes in India": Suraj B. Gupta, Sage, New Delhi, 1992, in *The Indian Journal of Social Science*, Vol. 8 No. 4 (1995).

"Public Administration and the Korean Transformation: Concepts, Policies and Value conflicts by Chung-Hyum Ro." West Hartford, Kumarien Press, 1993 in *IJPA*, April-June, 1996.

"The Regulatory Impediments to Industrial Development in Asia" by Deena R. Khatkhate, World Bank, Washington, in *Journal of Contemporary Asia*, Vol. 26, No. 4, 1996.

Dubhashi, P.R. "Economic Thought of the 20th Century and other Essays". New Delhi, Concept, 1996. in *IJPA*, October-December, 1996.

**Seminars/Conferences:** 1. Conference on Good Governance organised by India International Centre on September 28-29, 1996, presented a brief note on "Towards Good Governance".

2. Visited the University of Osmania, Hyderabad as a U.G.C. visiting professor and delivered a series of six lectures to the faculty and research students on February, 1997: on Regional inequities, informal sector, food security, planning; limitations of neo-classical economic theory, research agenda and questions of method. The text of the lectures is being finalised for publication.

**Miscellaneous:** Found entry in India's Who's-Who, 1996-97, published by Infa Publications.

Participated in many All India Radio discussions, Spotlight Programmes and many T.V. discussions and interviews on a number of channels.

Contributed 37 articles in various Hindi Daily Newspapers like *Navbharat Times*, *Rashtriya Sahara*, *Karobar* and six articles in National English Dailies like *Hindu*, *Hindustan Times*, *Pioneer*.

**Association with Committees:** Member, 9th Plan Working Look on Self-Employment Programmes; Chairman, Expert Committee on Economics of Tobacco, Ministry of Health, Government of India; Member, Committee on Input Supply for Small and Marginal Farmers and Mobilisation of Farm Surpluses. Ministry of Agriculture, Government of India; Member Research Degree Committee in Economics, Guru Nanak Dev University, Amritsar; Member, Advisory Council, Vellore, Institute of Development Studies, Vellore; Chairman, Institute of Small Enterprise and Development, Cochin; Member, Review Committee for A.N. Sinha Institute, Patna. ICSSR Committee; Member, Editorial Board, Peace and Solidarity, Journal of AIPSO.

#### KOTHARI, ASHISH

**Books:** *People and Protected Areas: Towards Participatory Conservation in India*. Sage Publications, New Delhi. (Co-edited). 1996

*Understanding Biodiversity: Life, Equity and Sustainability*. Orient Longman, Tracts for the Times. 1997

*Conserving India's Agro-Biodiversity: Prospects and Policy Implications*. International Institute of Environment and Development, Gatekeeper Series 65. 1997.

**Papers/Articles:** Community Register for Documenting Local Community Uses of Biological Diversity. (Co-authored). *Bulletin of the Working Group on Traditional Resource Rights*, No. 2, 1996.

"New Directions for Wildlife Legislation". (Co-authored). *Sanctuary Asia*, Vol. XVI, No. 2, 1996.

"Conserving Biodiversity: Doomed without People. The Hindu Survey of Environment" 1996. *The Hindu*, Madras.

*India's Protected Areas: The Journey to Joint Management*, World Conservation No. 2, August 1996.

"Environment Education or Environmental Wisdom. *Panchtatva Garima*, Vol. 1 No. 1 June 1996.

"The Human Dimension in Conservation Biology Curricula in Developing Countries." (Co-authored). *Conservation Biology*, Vol. 10, No. 5, October 1996.

"The Biodiversity Convention: Implications for India, and Options for Action". *Vikalp*(Alternatives), Vol. V, No. 4, 1996.

"Environment vs. the Poor?" *Himalaya Man and Nature*, Vol. XVIII, No. 10, Oct-Dec. 1996; *The Ecologist Asia*, Vol. 5, No. 2, March-April 1997; *Paryavaran Digest* (in Hindi), Vol. 11, No. 1, January 1997.

"Biodiversity, People and the Proposed Forest Act". *Kurukshetra*, Vol. XLV Nos. 4-5, Jan-Feb.1997.

"Biodiversity, Intellectual Property Rights, and the GATT Agreement: How to Address the Conflicts ?" *Biopolicy* (Electronic on-line journal).

"Environment and the New Economic Policies: 1996-97". In *Alternative Economic Survey*, Delhi Science Forum, New Delhi. 1997.

**Seminars/Conferences** : Workshop on Collaborative Management for Conservation, May 20-22, 1996, IUCN-World Conservation Union, Murree, Pakistan. Paper presented "Prospects of Collaborative Management in India."

Workshop on Dalma Wildlife Sanctuary: Prospects for Conservation, August 12-13, 1996, Indian Institute of Public Administration and Tata Steel Rural Development Services, Jamshedpur, Bihar. Paper presented "Need for Participatory Management of Protected Areas".

Meeting of the Joint Forest Management Network, October 10, 1996, Society for Promotion of Wastelands Development, New Delhi. Paper presented "Moving from Joint Forest Management to Joint Protected Area Management".

World Conservation Congress, October 17-20, 1996, IUCN-World Conservation Union, Montreal. Paper presented "Towards Joint Management of India", Protected Areas: Lessons from a Case Study.

Workshop on Agricultural Biodiversity, Global Biodiversity Forum, November 1-3, 1996, IUCN-World Conservation Strategy, Buenos Aires. Paper presented "Conserving Agro-biodiversity in India: Prospects and Policy Implications".

Seminar on People's Rights Over National Parks and Sanctuaries in Madhya Pradesh, January 19, 1997, Raipur. Paper presented "Need for Joint Management of Protected Areas".

Regional Workshop on Community-based Conservation: Policy and Practice, February 9-11, 1997, Indian Institute of Public Administration, New Delhi. (Organised the workshop). Paper presented "Community Based Conservation: Issues and Prospects".

**Association with Committees:** Core Group on Biodiversity Convention, hosted by World Wide Fund for Nature-India (1995-onwards); Steering Committee of Earth Action (global network of NGOs) (1995-onwards); Steering Committee of On-farm Diversity Fund of the International Development Research Centre..(1996-onwards); World Commission on Protected Areas, of the IUCN-World Conservation Union. (1996-onwards); Sub-Committee on Environment and Sustainable Development, Public Service Communication Initiative of Lok Sewa Sanchar Parishad,

Doordarshan, Government of India. (1996-onwards); Commission on Environmental Sustainability and Planning, of the IUCN-World Conservation Union (1996-onwards); Member of Asola Wildlife Sanctuary Management Advisory Committee, Delhi Government. (1997-onwards); Member of Expert Panel on Collaborative Management, IUCN-World Conservation Union. (1996-onwards).

#### MEHTA, AASHA KAPUR

**Books:** "Global Trading Practices and Poverty Alleviation in South Asia—Regional Perspectives on Women and Trade". Co-authored and (ed.) UNIFEM, UNDP, New Delhi, 1996.

**Papers/Articles:** "Liberalisation and the Poor: Some Economic Issues", Special Number on Liberalisation Policy and Social Concerns, *Indian Journal of Public Administration*, Vol. XLII, No. 3, July-Sept. 1996.

"Recasting Indices for Developing Countries: A Gender Empowerment Measure", *Economic and Political Weekly*, October 26, 1996.

"Liberalisation and the Employment of Women", in *Sites of Change: The Structural context for Empowering Women*, FES-UNDP, New Delhi, 1996.

**Seminars/Conferences:** International Technical Workshop on "Building a Framework for Measuring Gender Equity" organised by UNDP Human Development Report Bureau, New York and KWIRC, Bangalore, May 15-17, 1996. Paper presented "Enriching Indices with Feminist Perspectives" (co-authored).

Workshop on "Planning and Implementation of the Rural Women's Development and Empowerment Project", organised by the World Bank and Myrada, Hosur, July 1996. Paper presented "Support for Off-farm Enterprises for Women".

South East Asian Regional Seminar on "Women, Trade and Sustainable Livelihoods", organised by UNIFEM, New York, at Bangkok, October, 1996. Paper presented "Women, Trade and Sustainable Livelihoods in India".

Seminar on "Building Development Indicators at the District Level", organised by Department of Women and Child, Ministry of Human Resource Development, March 1997. Paper presented "Recasting Indices at the District level – A Gender Empowerment Measures".

Seminar on "Building a Framework for Measuring Gender Equity", organised by National Commission for Women, and British Council, April 1996. Paper presented "Unpaid Work, Indicators of Human Development and Collective Action: Some Issues".

Seminar on "Global Competitiveness", organised by IIFT-BICP, 19 February, 1997. Paper presented "Strategic Options for Competitiveness of the Machine Tool Industry".

Seminar on "Cities at Risk", organised by Ministry of Agriculture and IIPA, at IIPA, New Delhi. Paper presented "Cities at Risk: Some Economic Issues".

National meet on "Banking and Credit Needs of Women" organised by National Commission for Women, India International Centre, July 1996. Panel Discussion.



The panel included Shri Abid Hussain (Chairman), Shri L.C. Jain, Ms. Ela Bhatt, and Ms. Indira Mishra.

Workshop on "State Level Human Development Reports", organised by Government of Madhya Pradesh and UNDP., November 29 to December 1, 1996. Presented "A Critique of the Gender Empowerment Indicator".

Participated in a panel discussion on the "Fifth Pay Commission", All India Radio, Current Affairs Programme. Panelists were Shri T.N.R. Rao, Prof. B.B. Bhattacharya and Shri Alok Mukhopadhyay.

#### **MINOCHA, O.P.**

**Papers/Articles:** "Coalition Government – Experience and Prospects", *Institute of Parliamentary Affairs*, Vol. 15, Oct. 1996.

**Seminars/Conferences:** "40th Annual Conference", organised by IIPA, New Delhi, October 27, 1996. Theme paper presented "Coalition Government – Experience and Prospects". Also presented Paper at Regional Local Branches of J&K, 2.10.1996, Patiala, 17.10.96, Delhi, 26.10.96 and Chandigarh 22.10.96.

**Association with Committees:** (i) Convenor, Panel on Human Resource Development, Bureau of Indian Standard. (ii) Member, Committee of Course on Commonwealth Post-Graduate Diploma Course on Human Resource Planning and Development Institute. (iii) Member, Board of Studies, Universities of Rajasthan, Udaipur, Himachal Pradesh, and M.D. (Rohtak) (iv) Member, Governing Bodies of Maharaja Agrasen College, Aurobindo College, Acharya Narendra Dev College of University of Delhi.

#### **MISHRA, S.N.**

**Books:** *Public Administration: A New paradigm*, CAD PLAN Publisher, New Delhi, 1996.

*New Panchayati Raj In Action: Experience From Madhya Pradesh*, Mittal Publications, New Delhi, 1996.

*Dreams and Realities: Expectations From Panchayati Raj*, Indian Institute of Public Administration, New Delhi, 1996.

*Poverty Alleviation Programmes and Gram Panchayats*, Mittal Publications, New Delhi, 1997.

**Papers/Articles:** "The 73rd Constitution Amendment & the Local Resource Base: A Critical Appraisal", *Kurukshetra*, April 1996.

"Panchayati Raj Sanstha Ke Vittyasadhan", *Kurukshetra*, (Hindi) April, 1996.

"Problems of Rural Housing: A Policy Appraisal", *Kurukshetra*, May-June, 1996.

"Basic Minimum Services and People's Participation", *Kurukshetra*, October-November, 1996

"Gramin Swasthya Sewa Ka Prabandhan", *Kurukshetra* (Hindi), Oct.-Nov. 1996.

"Approach to Ninth Plan: Objectives, Strategies & Development Programmes", *Kurukshetra*, March-April 1997.



"Participatory Planning", *Kurukshetra*, June 1997.

"Non-Governmental Organisations in Rural Development", [Noorjahan Bava (ed.)], *Non-Governmental Organisations in Development*, Kanishka Publishers, New Delhi, 1997.

**Book Reviews:** Iqbal Narain, *Political Dimension of Development*, "Democracies", Jagjivan Ram Institute of Constitutional and Parliamentary Studies, Patna, October, 1996.

**Seminars/Conferences:** Seminar on "Empowerment of People", organised by University of Delhi, South Campus, New Delhi, 27 February 1997. Paper presented "Empowering Women".

Seminar on "Land Reforms and the Scheduled Castes" organised by Indian Social Institute, Lodi Road, New Delhi December 16-18, 1996. paper presented "Land Reforms and Distributive Justice".

**Association with Committees:** Member, Board of Studies, Jamia Millia Islamia, New Delhi; Member, Board of Studies, Meerut University, Meerut; Member, Board of Studies, Kurukshetra University, Kurukshetra; Member, Board of Studies, Panjabi University, Patiala; Member, Board of Moderation, Magadh University, Bodh-Gaya; Member, Board of Moderation, Bihar University, Muzaffarpur; Member, Board of Moderation, Ranchi University, Ranchi; Member, Committee on Approach to Ninth Five Year Plan, Ministry of Rural Development, Krishi Bhawan, New Delhi; Member, High Powered Committee on Land Reforms, Government of Madhya Pradesh, Bhopal; Member, Expert Committee on Rural Development, IGNOU, New Delhi; Member, Committee on Diploma in Public Policy, IGNOU, New Delhi; Member, Committee on Diploma in Decentralised Planning, IGNOU, New Delhi; and Member, Committee on M. Phil and Ph.D. , IGNOU, New Delhi.

#### MISRA, GIRISH. K.

**Papers/Articles:** "Public-private Initiatives in Urban Development", [Prof. L.R. Singh (ed.)]. *New Frontiers in Indian Geography*, 1996.

**Seminars/Conferences:** Workshop on "Public-Private Sector Interface for Urban Development", organised by IIPA Karnataka Regional Branch, Bangalore. Paper presented "Public-Private Interface and Decentralisation for Urban Development".

"XVIII Indian Geography Congress", organised by National Association of Geographers, India (NAGI), Shillong, October 29-31, 1996. Paper presented "Training Needs Assessment for Municipal and Urban Development".

Seminar on "Sustainable Rural Development Concept and Applications", organised by School of Planning and Architecture, New Delhi, March 26, 1997. Paper presented "Sustainable Rural Development: Concepts and Basic Issues".

#### MUKHOPADHYAY, LIPI

**Chapters in Books:** "Role of Voluntary Organisations in women's Development with Special reference to Tribal Areas", *Non-Governmental Organisations in*

*Development: Theory and Practices*, [Noorjahan Bava (ed)], Kanishka Publishers, Delhi, 1997.

"Role of Tribal Women in Development", *Tribal Development. Options till to date* edited - P.K. Samal (1996). G.B. Pant Institute of Himalayan Environment and Development, Almora.

**Case Studies:** "Profile of Women Administrators". October, 1996. Sponsored by DOPT.

"The Role of Local People in Forest Protection and Regeneration", 1996.

**Book (in Press):** "Tribal Women in Development" being published by Publication Division, Government of India, 1997.

**Seminars/Conferences:** Seminar on "Management of Human Values", organised by CHV, IIM, Calcutta, December 2, 1996. Paper presented "Human Values and Gender Perspectives in Administration".

Seminar on "Gender Equity and Empowerment: Promoting Equality in Everyday Life", organised by National Commission for Women and British Council Division, India International Centre, New Delhi, February-24-25, 1997. Paper presented "Personality and Conditioning of Women Administrators."

**Association with Committees:** (i) Member, Indian Science Congress (ii) Indian Association of Management.

#### NARAIN, M.K.

**Seminars/Conferences:** "All India Sociological Conference", organised by Indian Sociological Society, Department of Social Work, Kolhapur, Nov. 23-25, 1996. Paper presented "Non-Governmental Organisation and Development".

International Conference on "Gender Equality through Women Empowerment", organised by Department of Social Work, Lucknow University, Lucknow, March 7-9, 1997. Paper presented "Women Empowerment through programmes of Slum Improvement in India".

**Association with Committees:** Member, Centre of Excellence in Municipal Administration and Urban Management.

#### SACHDEVA, R.K.

**Books:** "DOEACC Society Quan Book", DOEACC Society, Department of Electronics & A.H. Wheeler & Co., New Dell, 1996.

**Association with Committees:** (i) Member, Management and Productivity Sectional Committee and Chairman, Panel on Project Network Analysis, Bureau of Indian Standards.

#### SHARMA, ARVIND K.

**Papers/Articles:** "People's Empowerment", *The Indian Journal of Public Administration*, New Delhi, IIPA, Vol. XLII, No. 3, July-September, 1996.

**Seminars/Conferences:** National Seminar on "The Emerging Trends in Public Administration", organised by Department of Public Administration, Government

Dungar College, Bikaner, December 11-13, 1996. Paper presented "People's Empowerment". Chaired session on "Response of Public Administration to the Newly Emerging Forces".

Seminar on "Effective and Responsive Administration", organised by IIPA Orissa Regional Branch, Bhubaneswar, February 1, 1997. Paper presented "Effective and Responsive Administration".

Second Annual Conference of New Public Administration Society of India on "Review of Public Administration Education in India", organised by NEPASI and Department of Political Science, University of Rajasthan, Jaipur, March 8-10, 1997. Paper presented "Teacher Education in Public Administration". Chaired Conference Panel on "Teacher Education".

**Association with Committees:** (i) Member, Reserch Degree Committee, Himachal Pradesh University, Shimla, (ii) Member, Board of Studies in Public Administration, Himachal Pradesh University, Shimla. (iii) Member, Board of Advisers, "Dynamics of Public Administration" (A Bi-annual Journal of the Department of Public Administration, University of Lucknow).

#### SARMA, K.S.R.N.

**Seminars/Conferences:** National Conference on "Emerging Trends in Indian Local Government Finances", organised by National Institute of Rural Development, Hyderabad, October 24-25, 1996. Paper presented "Urban Water Supply Tariffs — Issues in Determination".

National Conference on "Emerging Trends in State Local Fiscal Relations in India", organised by National Institute of Rural Development, Hyderabad, December 18-19, 1996. Paper presented "State Municipal Relations and Financial Control".

#### SARADA, A.

**Papers/Articles:** "Finances of Panchayati Raj Institution", *Kurkushetra*, Vol. XLIV, No.7, April 1996.

#### SHARMA, VINOD K.

**Papers/Articles:** "Natural Disaster Mitigation and Government Interventions- An Overview" INCODIM' 96". *Role of Universities in Natural Disaster Reduction*, p.1-6, Anna University, Madras, 1996.

"Natural Disaster Preparedness, Mitigation and Reduction - Efforts in India during IDNDR", *Disaster, Environmental and Development*, [(Ed.) R.B. Singh] p.93-106, Oxford and IBH, 1996.

"Earthquake Disaster - Management and Administrative Issues", Symposium on *Earthquake Effects on Structure, Plant and Machinery*, New Delhi, IX 5.1-5.12.

"Risk in Cities - A case of Delhi and an outline risk assessment methodology", Sharma V.K., Sharma A., Bagley A., Jain M. and Gupta M., *Journal Ind. Building Congress*, 4(1), 164-169.

"Functioning of Disaster Management Organisation and Methodology to cope with Disaster in India", Indo-U.S. Seminar on Disaster Relief, New Delhi (1997) p.1-13.

**Book Reviews:** "Sustainable Development Ecology and Socio-Cultural Dimensions", [K. Gopal Iyer (ed.)], The Book Review Vol. XXI (3) March 6-7, 1997.

**Seminars/Conferences:** Workshop on "Disaster Management in Uttrakhand with particular reference to Uttarkashi Earthquake of 1991", organised by Government of UP, UP Academy of Administration, Nainital and Himalayan Action Research Centre (HARC), IMD Conference Hall, ONGC, Dehradun, August 9, 1996. Paper presented "Community Participation in Disaster Reduction".

IDNDR day "Cities at Risk". organised by National Centre for Disaster Management and Ministry of Agriculture (Government of India), IIPA, New Delhi, October 9, 1996. Paper presented on "Vulnerability of Delhi for Flood and Earthquake Disasters".

Symposium on "Earthquake Effects on Structure, Plant and Machinery", organised by Indian Society of Earthquake Technology (Delhi Chapter), Ashoka Hotel, New Delhi, November 13-15, 1996. Paper presented "Earthquake Disaster Management and Administrative Issues".

Workshop on "Built Environment and Natural Hazards", organised by Indian Building Congress, Vigyan Bhavan, New Delhi, February 7-8, 1997. Paper presented "Risk in cities - A Case of Delhi and an Outline Risk Assessment Methodology".

Workshop on "Disaster Preparedness", organised by International Federation of Red Cross and Red Crescent Societies and Indian Red Cross, Ashoka Lake View Hotel, Bhopal, February 17-20, 1997. Paper presented "Preparedness and Mitigation Strategies for Natural Hazards".

Indo-US Seminar on "Disaster Relief", organised by Ministry of Defence, Government of India, Western Army Command, Simla, USI, New Delhi, March 12-15, 1997. Paper presented "Functioning of Disaster Management, Organisation and Methodology to cope with Disaster in India".

**Association with Committees:** (1) Member, Technical Committee, Third Annual Convention and Seminar on 'Built Environment and Natural Hazards, (2) Member, Organising Committee, Symposium on Earthquake Effects on Structure, Plant and Machinery (Ashoka Hotel, New Delhi, November 13-15, 1996). (3) Member, Organising Committee, INDO-US Workshop on Disaster Relief, New Delhi (March 12-15, 1997).

## SINGH, RAJESH

**Papers/Articles:** "Problems of the Flood Prone Squatter Settlements in Delhi : A Case Study", *Nagarlok*, Vol. XXVIII, April-June, Vol. 2, 1996, pp. 55-62.

"Managing Rehabilitation under Development Projects: A Psycho Sociological Perspective", *MDI Management Journal*, Vol. 9(2), 1996, pp. 78-95.

"The Work Motivational Strategies used by Central Government Officers: Relationship to Effectiveness Indicators", *Indian Journal of Industrial Relations*, Vol. 32 (3), January, 1997, pp. 308-327.



"HZL Initiatives in Managing Rehabilitation under Development Projects: A Case Study", *Vision*, Vol.1(1) June, 1997, pp.54-64.

"Should Indian Prisons be privatised", (Jt.) *Observer: Business and Politics*, May 17, 1996.

"Training for Developing Work Motivation: Some Guidelines for Trainers", *Indian Journal of Training and Development*, Vol.27 (1) January-March 1997, pp.3-14.

**Case Studies:** "Evaluation and Rehabilitation of Rampura", IIPA Case Study Award 1996. "A Busy Road turned into Moving Slum" Submitted to IIPA Case Study Award Competition 1997.

**Book Reviews:** "Job Satisfaction Scales for Effective Management" by H.C. Ganguli, New Delhi, Concept Publishing Co. 1994 in *Indian Journal of Public Administration*, Vol. XLII, No. 1, January-March, 1996.

**Seminars/Conferences:** 1. Relief Commissioners' Conference on "Current Concern in the Area of Disaster Management in the Country" organised by IIPA, June 26, 1996, IIPA, New Delhi. Paper presented "Current Concerns in Rehabilitation in Disaster".

2. Seminar on "The Cities at Risk", organised by IIPA, October 9, 1996, IIPA, New Delhi, paper presented "Behavioural Issues in Mitigating Flood Disaster in Vulnerable areas of Delhi".

3. Workshop on "Modernisation of Prison Management", organised by IIPA, March 5-7, 1997, IIPA, New Delhi. Paper presented "Jail Modernisation: Undefined Boundaries" (JT).

#### SINGH, S.S.

**Books:** "Legislative Status of Panchayati Raj in India", IIPA, New Delhi, 1997.

**Papers/Articles:** "Liberalisation and Civil Service Reforms", *IIPA*, October-December, 1996

"State, Market and Basic Human Needs: Exploring Constitutional Legitimisation", *Vidhi Bharti*, October-December Vol. 9, 1996.

**Seminars/Conferences:** Workshop on "Syllabus Improvement of Public Administration", organised by the Department of Public Administration, Rajasthan University, Jaipur.

Seminar on "Lokpal Bill, 1996 - Where is Lokpal ?", organised by the Citizenship Development Society, New Delhi, IIC, March 30, 1997. Paper presented "Lokpal Legislation".

**Association with Committees:** Member, Working Group on Ombudsman constituted by the International Institute of Administrative Sciences, Brussels.

#### SINGH, SHEKHAR

**Case Studies:** "On India" in Victoria Dompka. edited Human Population, Biodiversity and Protected Areas: Science and Policy Issues, American Association for the Advancement of Science. Washington DC. 1996.

**Chapters in Books:** "Chapter on India", in Lutz, Everest and Julian Caldecott, edited *Decentralisation and Biodiversity Conservation*, The World Bank, Washington, 1996.

**Seminars/Conferences:** Seminar on "Biodiversity conservation Through Ecodevelopment", organised by UNESCO, Belem, Brazil, May 1996. Paper presented "Ecodevelopment: The Indian Experience".

**Association with Committees:** (i) Chairman, Task Force for the Conservation of Ecologically Vulnerable Areas, Planning Commission, 1996. (ii) Chairman, Steering Group, Biodiversity Conservation Prioritisation Project, 1996-97. (iii) Member, IX Plan Steering Committee on Environment & Forests, Planning Commission, 1996. (iv) Member, IX Plan Working Group on Wildlife, Planning Commission, 1996. (v) Member, IX Plan Working Group on Environment, Planning Commission, 1996. (vi) Member, Expert Group on the Tehri Project, Ministry of Power, GOI. 1996-97. (vii) Member, Narmada Control Authority Sub-Group on Environment, Government of India, 1996-97. (viii) Member, Review Committee for the Indira Sagar Project Government of Madhya Pradesh, 1996-97.

#### SINGH, SUJATA

**Book Review:** "Sharing Power: Public Governance and Private Markets; Donald F. Ketti, *IIPA*, October-December 1996, Vol. XLII, No.4.

**Seminars/Conferences:** Rapporteur - Seminar on Effective and Responsive Administration organised by IIPA, New Delhi, February 13, 1997.

#### THAKUR, R.N.

**Books:** "Sociological Aspect of Urban Poverty", (in *Rural and Urban Studies* in India, ed. Dhadave, Joshi and Melkundi). Rawat Publication, Jaipur, New Delhi, 1996.

**Papers/Articles:** "Tribal Development Need for a Fresh Perspective" *Kurukshetra*, Vol. XLV, Nos. 6 & 7, March-April, 1997.

**Seminars/Conferences:** Seminar on "Effective and Responsive Administration", organised by IIPA, New Delhi, IIPA Conference Hall, February 13, 1997. Paper presented "Effective and Responsive Admn.: View on discussion Paper from Chief Secretary's Conference".

Seminar on "Dimensions of Federal Nation Building - National and International Experiences", organised by Centre for Federal Studies, Hamdard University, New Delhi-62, Jamia Hamdard, Hamdard University, March 7-9, 1997. Paper presented "Concept of Minorities and Consociational Model".

Seminar on "Employment Policy in the Ninth Plan" organised by Institute of Applied Manpower and Research and Institute for Human Resource Development, New Delhi, at IAMR, Conference Hall, on March 27, 1997. Chaired the Session; on "Sociological Dimension of Employment Policy in Ninth Plan".

Seminar on Concept Principles and Functions of Management, organised by National Institute of Public Coop. and Child Development, New Delhi on May 6,



1996. Paper presented Concepts, Principles and functions of Management in relation to Child Development".

Seminar on "Uniform Civil Code - A National Social Issue" organised by Delhi Teachers' Cell Delhi University at Constitution Club, New Delhi, on August 9, 1996. Paper presented "Uniform Civil Code - A Social Issue".

Seminar on Stress Management Through Meditation organised by IIPA, Delhi Regional Branch at IIPA Conference Hall on August 13, 1996. Paper presented "Stress Management Through Meditation".

**Association with Committees:** (1) Secretary, Delhi Sociological Association; (2) Member, Board of Studies (in Sociology) Jamia Millia Islamia, New Delhi (3) Chairman, Sub-Group on "Youth in Academic Institutions" for Formulation of Ninth Plan (1997-2002), Government of India, Department of Youth Affairs and Sports, New Delhi.

#### TIWARI, R.K.

**Chapters in Books:** (i) "Social Justice and Public Policy: State Intervention in the Abolition of Bonded Labour System in India; 1974-1994", in Social Justice in India. C.P. Barthwal (ed.), Bharat Book Centre, Lucknow, 1997. (ii) "Economic Liberalisation and Public Administration: The Changing Scenario", in Public Administration, Recent Trends, Pradeep Sahni *et.al.* (ed.), Gyan Publishing House, Delhi, 1997.

**Association with Committees:** (i) Member, Post-Graduate Board of Studies in Public Administration, Kurukshetra University (ii) Member, Under-Graduate Board of Studies in Public Administration, M.D. University, Rohtak. (iii) Member, Post-Graduate Board of Studies in Political Science, Kumayun University, Nainital. (iv) Faculty Incharge of Public Policy for the 22nd APPPA. (v) Programme Director, 22nd APPPA.

#### UPADHYAY, J.N.

**Case Study:** "The Role of Panchayat Raj Institution in Watershed Mangement" at Udaipur (in Progress).

**Book Reviews:** "Drought Disaster and Agriculture in India". Dr. T.P. Singh (ed.), IJPA, Vol. 42, No. 1, January-March, 1996.

**Seminars/Conferences:** Conference on "Current Issues in Disaster Management, Relief Commissioners Conference", (Paper on Concerns in Disaster Management, June 26, 1996)

IDNDR Day on "Cities at Risk", organised Jointly by NCDM, IIPA and Ministry of Agriculture, Government of India, October 9, 1996.

Workshop on "Present Administrative Challenges" organised by CSIR, New Delhi, April 8, 1996.

Seminar on "Effective and Responsive Administration", organised by IIPA, February 13, 1997. Paper presented "Responsive and Effective Administration".

National Seminar on "Lok Pal Bill, 1996, organised by IIPA & Citizen Development Society, New Delhi, March 30, 1997 India International Centre, paper presented".

#### WISHWAKARMA, R.K.

**Papers in Books:** "Environmental Stewardship And Sustainable Development: A Case for Planning", Environmental Stewardship and Sustainable Development (eds.) R.B. Jain & Friedrich Ebert, Stifung Published by B.R.P.C. India Ltd., 1997.

National Health Policy in India: Issues Concerning Public Policy, Institutions and Administration. Essays in Honour of Shri T.N. Chaturvedi (eds.) O.P. Dwivedi, R.B. Jain and D.K. Vajpeyi forthcoming (Paper contributed in November, 1996).

Prepared a background paper for the Workshop on "Emergency Health Care Load in Selected Hospitals of Delhi held on May 8, 1996 at IIPA, New Delhi.

**Book Reviews:** Industrial Dynamics and Fragmented Labour Market : Construction Firms and Labourers in India by Theo Van Der Loop, Sage Publications, New Delhi, 1996 in *Nagarlok*, Vol. XXVIII, No. 2, 1996.

Social Structure and Change: Complex Organisations and Urban Committees, Vol. 3 (eds.) M. Shah, B.S. Bawiskar and E.A. Ramaswamy, Sage Publications, New Delhi, 1996 *Nagarlok*, Vol. XXVIII, No. 3, 1996.

**Association with Committees:** Member Committee on Management of Urban Development-Programme, Ministry of Urban Affairs and Employment, Government of India.

Member Academic Committee of the Institute of Town Planners, New Delhi.

#### LIBRARY PROFESSIONAL STAFF CONTRIBUTION

##### S. MAJUMDAR

1. Economics of university libraries *In Library and information science: parameters and perspectives* edited by R.G. Prasher. New Delhi. Concept, 1996. 2 vols.
2. Information network and communication: a study course material prepared for the students of Bachelor of Library and Information Science, Indira Gandhi National Open University, New Delhi.
3. Compiled book indexes for;
  - (a) Dreams and realities: expectations from panchayati raj, edited by Manik Wadhwani and S.N. Mishra. New Delhi: IIPA, 1995.
  - (b) Indian administration: the changing scenerio: presidential address at IIPA, 1954-1994, edited by Manik Wadhwani and R.K. Tiwari. New Delhi: IIPA, 1995.

4. Coordinated compilation of Subject and Author Indexes of "Economic and Political Weekly, 1966-1996: New Delhi, Institute of Studies in Industrial Development, 1996.
5. Select Bibliography on HRD: the new horizon, edited by B.C. Mathur. New Delhi: Uppal, 1996.
6. Urban transport management: a select bibliography in the special issue of *Nagarlok*, 28(4), Oct-Dec 1996.
7. Select Bibliography on Keeping cities clean and green, edited by Manik Wadhvani and G.K. Misra, New Delhi, Uppal, 1997.
8. Participated in a panel discussion and delivered lecture on "Retrospective Conversion " during the Annual Conference of the Ranganathan Research Circle held at CRRI on August 12, 1996.
9. Delivered lecture on "Retro-conversion in academic libraries" at Academic Staff College, Aligarh Muslim University in January 1997.

#### M.C. MEHRISHI

Compiled index to "Indian Journal of Public Administration, 1996."

#### SUNITA GULATI

1. A question of rights: a select bibliography for the special issue of *Seminar*, May 1996.
2. Uniform civil code: a select bibliography for the special issue of *Seminar*, June 1996.
3. Nationalism: a select bibliography for the special issue of *Seminar*, July 1996.
4. Panchayati raj: a select bibliography jointly with Santosh Bakshi, *In Dreams and realities: expectations from the panchayati raj*, edited by Manik Wadhvani and S.N. Mishra. New Delhi, IIPA, 1996.
5. Globalisation: a select bibliography, jointly with Hukum Chand Yadav for the special issue of *Indian Journal of Public Administration*, 42(3) July-Sept 1996.
6. Conducted two follow-up workshops jointly with Sudha Saxena, Librarian, Rajasthan Institute of Public Administration, Jaipur on "User education for Librarians", during August 27-28, 1996 under the TDP Trainer Programme sponsored by Department of Personnel and Administrative Reforms, Government of India.

#### HUKUM CHAND YADAV

Globalisation: a select bibliography, jointly with Sunita Gulati for the special issue of *Indian Journal of Public Administration*, 42(3) July-Sept 1996.

## Annexure III

### ACTIVITIES OF BRANCHES

#### REGIONAL BRANCHES

##### ANDHRA PRADESH

*Chairman* - Shri M. Gopalakrishnan, Plot No.39, Avanti Nagar, Opp. Skyline Cinema, Bashirbagh, Hyderabad-500029.

*Hony. Secretary* - Shri B.V. Krishna Kumar, H.No.8-18, Road No.2, Castle Hills, Hyderabad-500057.

*Membership* - Annual 105, Life 457.

##### *Seminars/Conferences*

1. "Intelligence Gathering in Administration." A Conference presided over by Shri M.V. Narayana Rao, Former Director General of Police. The main speakers were : Shri V.S. Ravi (Principal Secretary, Home), Shri R.P. Singh, I.G.P. (Intelligence) and Shri A.N. Tiwari, Secretary to Governor of A.P. (August 30, 1996)
2. "Coalition Government - Experience and Prospects." The distinguished speakers in the Seminar were : Mrs. Renuka Chowdhary, MP, Dr. A. Eswara Reddy, Shri M. Ramakrishnayya, IAS (Retd.), Dr. S.P. Ranga Rao, Dr. E. Sadasiva Reddy, Shri Vijaya Sikshamani and Dr. M.V. Bapiraju Sharma. (September 30, 1996)
3. "Judicial Activism" - A seminar jointly sponsored by the Branch and Government of Andhra Pradesh. Former Chief Justice of A.P. High Court, Shri Alladi Kuppaswamy, presided over the seminar. The speakers were : Justice M.N. Rao, Shri V.K. Srinivasan, IAS, Shri C.S. Rao, IAS and Shri A. Bhattacharya, IAS. (November 23, 1996).
4. "Rural Development Administration in A.P.". A seminar organised by the Branch in collaboration with Prakasam Institute of Development Studies. (March 30, 1997)

##### *Round Table Discussions/Lectures/Workshops*

1. "Reforms in Civil Services" - A Round Table discussion was held, in



which a number of Senior Civil Service officers including retired Chief Secretaries participated. (December 10, 1996)

2. "Town Planning in Western Australia and Some Implications for Hyderabad Metro-Region"; Shri C. Arjuna Rao, IAS, Principal Secretary, Municipal Administration, Government of A.P. and Shri Deepak Panwar, IAS, Special Officer, MCH, were among the speakers. (January 24, 1997)

### **Study Report**

A study report on "Land Marks in A.P. Administration Since Independence" is under progress.

### **ASSAM**

*Chairman*-Shri Jatin Hazarika, Jivagiri, Sarania Hills, Ulubari, Guwahati-781007.

*Hony. Secretary* - Swapnanil Barua, L.K.R. Barua Path, Nabin Nagar, R.G. Barua Road, Guwahati-781024.

*Membership* - Annual 24, Life 196.

### **Seminars/Conferences**

1. "Coalition Government — Prospects and Experiences". Regional convention for Annual Members' Conference 1996. Shri Loknath Mishra, Hon'ble Governor of Assam, inaugurated the convention and Prof. Bipin Pal Das, Former Minister of State for External Affairs presented keynote address.
2. "Responsive Administration". A high-level Seminar organised by the Administrative Reforms Department, Government of Assam, in which the members of the Branch were invited to participate in the Seminar for discussion on the theme.

### **Research Work**

The Branch has initiated steps to undertake research works on the theme "History of Revenue Administration in Assam" and on the "Development Experience in the last 50 Years Since Independence".

### **BIHAR**

*Chairman* - Shri B.P. Varma, IAS, Chief Secretary, Government of Bihar, Cabinet Secretariat, Patna.

*Hony. Secretary* - Dr. J.K.P. Sinha, 53, D-Block, Kadam Kuan, Patna.

*Membership* - Annual 75, Life 531.

### *Conferences/Discussions/Seminars*

1. "The Promotion of the Study and Practice of Public Administration in Bihar". Shri A.K. Basak, IAS, Chief Secretary, Government of Bihar, Shri B.P. Varma, IAS, Member of Board of Revenue, Shri R.N. Dash, IAS, Shri T.K. Prasad, Advocate, Prof. Prabhadevi Sinha and Prof. M.M. Mehra participated in the discussion. (June 26, 1996)
2. "Coalition Government — Experience and Prospects". Shri B.P. Varma, IAS, Member, Board of Revenue, Dr. P.N. Sinha, Ex-Minister (Bihar), Shri Arun Prasad, IAS (Retd.), Shri T.K. Prasad, Advocate, Prof. Bishwanath Singh, Shri S.N. Mishra, IPS (Retd.), Prof. Arunkumar, Prof. J.N. Tewary, Chaudhury N.K. Prasad, Advocate, Shri Z.A. Ansari, Dr. L.M. Prasad, Dr. Chandini Bala, Mrs. Supriya Singh, Prof. S. Singh, Dr. S.N. Tewary, Shri Sunil K. Sinha, Prof. M.M. Singh, Dr. R.S. Pandey, Dr. Baidyanath Singh, Shri Kuber Nath Lal, Ms. Ragini Bala, Mrs. Sandhya Sinha, Dr. (Mrs.) Vandana Kumari, Prof. S.L. Karan, Shri F.P. Varma, Dr. R.P. Roy, Dr. N.P. Keshari, Prof. Saileshwar Nath, Prof. R.P. Singh and others participated in the discussion. (October 5, 1996)
3. "Agenda for Effective and Responsive Administration". Shri K.N. Sahaya, Prof. Bachho Sinha, Prof. L.N. Sharma, Shri U.D. Chaubey, IAS (Retd.), Shri I.C. Kumar, IAS (Retd.), Shri A. Ansari, Prof. K.S. Lal, Shri S.N. Mishra, IPS (Retd.), Prof. Arun Kumar Singh, Prof. N.K. Shrivastava, Dr. (Mrs.) Chandini Bala, Dr. R.P. Roy and others participated in the discussion. (January 27-28, 1997)
4. "Problems of Health Administration with Special Reference to Bihar". Dr. P.N. Sinha (Ex-Minister of Bihar), Dr. P.B. Prasad, Dr. Swendra Prasad (Ex-Vice-Chancellor, K.N.S. University), Dr. R.K. Sinha, Dr. R. Sinha and others participated in the discussion. (February 12, 1997)

### *Research Projects*

1. Development Administration - Dr. (Mrs.) V. Kumar.
2. P.G. Public Administration Syllabus - Prof. B. Sinha.
3. Administrative Problems of Beggars in Bihar - Prof. N.P. Keshari.
4. Administrative Problems of Eradication of T.B. in Saran District of Bihar - Dr. Ranvijoy Prasad.
5. Unemployment in Bihar from Census Data - Dr. H.K. Sinha, IAS (Retd.).
6. Administrative Problems of Rural-Urban Migration of Child Labour Across the Ganges Bridge between Hazipur (Vaisali and Patna) - Dr. N. Sinha.
7. Fire Hazard - A Study of Hazipur District, Vaisali (Bihar) - Dr. J.K.P. Sinha.



## DELHI

*Chairman* - Shri T.N. Chaturvedi, Member of Parliament (Rajya Sabha), 19, Gurudwara Rakabganj Road, New Delhi-110001.

*Hony. Secretary* - Shri S.C. Vajpeyi, Room No.76, IIPA Building, I.P. Estate, New Delhi-110002.

*Membership* - Annual 217, Life 1,450.

### *Seminars/Meetings*

1. "Coalition Government - Experiences and Prospects" - A prelude seminar for IIPA Members' Conference. Prof. O.P. Minocha presented the theme paper. Shri T.N. Chaturvedi, Chairman of the Branch presided. (October 7, 1996)
2. "Judicial Activism". Shri S.C. Vajpeyi, Hony. Secretary of the Branch presented the theme paper. Shri T.N. Chaturvedi, Chairman of the Branch presided. (October 27, 1996)

### *Lectures/Discussions/Talks*

1. Talk on Tanzania. Presided over by Prof. S.P. Verma, Vice-Chairman of the Branch, Prof. Pradeep Sahni of IGNOU was the Speaker. Dy. High Commissioner of Tanzania was the Chief Guest. (April 26, 1996)
2. "Use and Abuse of Legal Process". Shri S.C. Vajpeyi, Hony. Secretary of the Branch presented the theme paper. Presided over by Shri T.N. Chaturvedi, Chairman of the Branch. (May 9, 1996)
3. Talk "On Stress Management". Prof. R.N. Thakur was the Speaker. (June 13, 1996)
4. "Technical Education - New Techniques in Employment Programme". Ms. Janak Juneja, Director, Technical Education and Training, was the Speaker. Prof. R.B. Jain presided. (October 18, 1996)
5. "Degeneration of Environment - Enforcement of Law". Shri Dependra Pathak, IPS, was the main Speaker. Justice C. Sankaran Nair, Chairman of Administrative Tribunal was the Chief Guest. (January 17, 1997)
6. "Judicial Review of Administrative Action in U.K." Shri Deepak Jaggi Barrister, UK was the main Speaker. Prof. S.P. Verma presided. (February 12, 1997)

### *Research Studies*

1. "Landmarks in State Public Administration Since Independence" - A study report was completed by the Branch and released by Shri S.B. Chavan, the

then Home Minister at the Annual Conference of IIPA on October 26, 1996.

2. "Bijli Adalat" - (is in progress).
3. "Communal Peace at Aligarh (UP) and Bhiwandi (Maharashtra) during December 1992 and January 1993" — A research study is in progress to find out the causes for communal peace at these two places after the demolition of Babri Masjid in Ayodhya.

## KARNATAKA

*Chairman* - Shri S. Ramanathan, N.D.K. Kalyan Mandir, II Floor, 13th Main Road, Hall II Stage, Indiranagar, Bangalore-560008.

*Hony. Secretary* - Shri A. Ramaswamy, N.D.K. Kalyan Mandir, II Floor, 13th Main Road, Hall II Stage, Indiranagar, Bangalore-560008.

*Membership* - Annual 40, Life 225.

## Conference

1. "Coalition Government - Experience and Prospects". A regional conference presided over by Shri R.N. Haldipur, Former Lt. Governor, Arunachal Pradesh and Pondicherry. Dr. K.H. Cheluva Raju, Former Vice-Chancellor, Gulbarga University, delivered the Key-note Address. Prof. M.C. Shantamurthy, Shri A. Ramaswamy, IAS, and Dr. N. Sandeep Shastri presented their papers in the conference. (October 15, 1996)

## Workshops

1. "Right to Information Bill". A two-day workshop, jointly organised by the Regional Branch with Samaj Parivarthana Samudaya, Dharwad Citizens for Democracy, The People Union for Civil Liberties, Karnataka and The Jan Vikas Andolan. The workshop inaugurated by noted Journalist Shri Kuldip Nayar and presided over by Shri S. Ramanathan, Chairman of the Branch. Justice P.B. Sawant, Chairman, Press Council of India, New Delhi delivered his Key-note Address. The other eminent speakers were : S/Shri Prashant Bhushan, Arun Roy, Swapan Ganguly and Ms. Anuradha Talwar. (December 28 - 29, 1996)
2. "Decade of Consumer Protection". A workshop jointly organised by Branch with Rotary Club of Bangalore. Shri S. Ananthamurthy, Former President, Bangalore Urban District Consumers' Redressal Forum, inaugurated and delivered the Key-note address. Smt. J. Mandanna, Chairman and Executive Trustee, Indian Institute of Consumer Studies, presided over the workshop. Rtn. Dipten Sen, Chairman, Buyer Seller and Consumer Protection Committee, Rotary Club of Bangalore, welcomed the gathering and Shri S.

Ramanathan, Chairman of the Branch delivered his introductory remarks. (February 15, 1997)

### *Lectures*

1. "Economic Reforms and Public Administration". A lecture by Sri G.V. Ramakrishna, Member, Planning Commission and Former Chairman, SEBI, jointly organised by the Branch in association with Bangalore Management Association and Institute for Social and Economic Change. Shri S. Ramanathan, Chairman of the Branch chaired the function. (May 2, 1996)
2. "Political Stability and Foreign Relations". A lecture by Shri A.P. Venkateshwaran, Former Indian Foreign Secretary, jointly organised in association with Institute of International Affairs. Dr. K.H. Cheluva Raju, Member, Executive Committee, Karnataka Regional Branch, chaired the session. (June 18, 1996)
3. "India's Security - Environment Internal and External Aspects". A lecture by Maj. Gen. V. Uberoy, Member, Institute of Defence Studies and Analysis and Former Chief of Staff, jointly organised in association with the Institute of International Affairs, Bangalore. Shri S. Ramanathan, Chairman of the Branch welcomed the gathering. (August 20, 1996)
4. "Recommendations made by Chief Secretaries in the Meeting held with the Cabinet Secretary on February 20, 1996." A lecture discussion by Shri B. R. Prabhakaran, Chief Secretary to Government of Karnataka. Shri S. Ramanathan, Chairman of Branch presided over the lecture discussion. (January 21, 1997)

### **KERALA**

*Chairman* - Dr.P.J. Alexander, 'KRIPA' Belhaven, Thiruvananthapuram-695003.

*Hony. Secretary* - Shri V.U.K. Nambissan, Devi Nivas, TC-17/32, Kunnil Road, Jagathy, Thiruvananthapuram-695014.

*Membership* - Annual 87, Life 162.

### *Seminars/Conferences*

1. "Coalition Government - Problems and Prospects". Regional conference for Annual Members' Conference - 1996, chaired by Dr. P.J. Alexander, Chairman of the Branch. Shri S.V. Asari, Joint Secretary of the Branch, welcomed the participants and Dr. G. Gopakumar, Reader, Department of Politics, Kerala University, presented theme paper prepared by Prof. O.P. Minocha of IIPA. In the conference, Shri G. Bhaskaran Nair, IAS (Retd.), Dr. Jose Chander, Shri K.P. Kesava Karanavar, Shri M.N. Prasad, Shri M.A.

Cherian, Prof. K. Joseph Alexander, Shri S. Ramanatha Pillai, Dr. A. Balakrishnan Nair, Shri R. Narayanaswamy, Shri K.C. Samuel, Shri T.P. Subramaniam, Shri V.K. Damodaran, Dr. K. Raman Pillai (Vice-Chairman of the Branch) spoke. Shri V.U.K. Nambissan, Hony. Secretary, proposed a vote of thanks. (October 26, 1996)

2. "Floods in Thiruvananthapuram City - A Search for Alternate Solution". Prof. Joseph K. Alexander, a member of the Executive Committee presided over the Seminar. Shri V.U.K. Nambissan, Hony. Secretary of the Branch welcomed the participants and Shri K. Babu Jose, Addl. Private Secretary to Minister, P.W.D. presented the theme paper. Shri S. Ramanathan Pillai (Retd. Chief Engineer), Prof. A. Balakrishna Pillai, Shri Karunakaran Nair, Capt. K.A. Pillai, Shri Srikumaran Nair, were some of eminent speakers, who participated in the discussion. (July 6, 1996)
3. "Agenda for Effective and Responsive Administration". Dr. K. Raman Pillai, Vice-Chairman of the Branch presided over the Seminar. Dr. K. Raman Pillai and Shri V. Ramachandran, Former Chief Secretary, Government of Kerala, initiated the discussion. Shri M.A. Cherian, Dr. A. Balakrishnan Nair, Shri K.P.K. Karanavar, Shri C.J. Joseph, Dr. Jose Chander, Shri S.V. Asari, Shri V.K. Damodaran, Shri Ramachandran Pillai, Shri M.S. Pillai and Shri Viswambharan were some eminent speakers who participated in the discussion. (January 3, 1997)

### **Workshops**

1. "Workshop on Educational Administration and Campus Politics". Dr. P.J. Alexander, Chairman of the Branch presided over the Workshop. Shri C.P. Narayanan (CPM), Prof. S. Guptan Nair (Educationalist and Social Activist) and Shri Cherian Philip (Kerala Deseeya Vadi) led the discussion. Among others who participated in the discussion were : Shri Ambalathara Ramachandran Nair, Prof. K.M. Gangadharan, Father Thomas, Shri Radhakrishnan, Shri Shreekumar, Shri Jayakumar, Shri S. Kattarakara, Shri Vasudevan Nair, Shri Pradeep Kumar, Shri Abdul Hameed, Shri Raveendran, Shri Nagappan, Smt. Ambika Kumari Amma, Shri T.P. Subramanian, Shri S.M. Menon and Dr. K. Raman Pillai, Vice-Chairman of the Branch summed up the deliberations and proposed a vote of thanks. (December 21, 1996)
2. "Workshop on Water Supply in Thiruvananthapuram City - Perspective Planning and Disaster Management". Among others who participated in the discussion were : S/Shri K. Ramachandra (IAS), K. Padmanabhan Nair, K. Govindan Nair, K. Rajesekharan, K.S. Ramachandran Nair, Jyoti Prakash, Ramesh Kumar, Dr. Velayudhan Pillai, K.P. Karunakaran Nair, S. Ramanatha Pillai, C.T. Joseph, T.P. Subramanian, P.K. Rajappan, P.V. Vargheese, K.G.P. Nair, Dr. K. Raman Pillai.



### *Study Report*

As a part of the celebrations of 40 years of IIPA, the Branch brought out a publication titled "Land Mark in State Public Administration", which was released by Shri Ramachandran Nair, the then Chief Secretary of Government of Kerala in a function held on April 8, 1996. The Book was also released at the Annual General Conference of IIPA at New Delhi by Shri S.B. Chavan on October 26, 1996.

### **MAHARASHTRA**

*Chairman* - Shri S. Ramamoorthi, Room No. 13, Ground Floor, Mantralaya, Mumbai-400032.

*Hony. Secretary* - Shri N. Jayaraman, Room No.13, Ground Floor, Mantralaya, Mumbai-400032.

*Membership* - Annual 72, Life 676.

### *Talks and Lectures*

1. "Relation between Local, State and Federal Governments in U.S.A.", by Ms. Kathryn Whitmire. (June 28, 1996)
2. "Should We Change Over to the Presidential System of Government?" by Prof. P.M. Kamath. (July 4, 1996)
3. "The Current Economic Situation in India", (Yashwantrao Chavan Memorial Lecture) by Shri N.A. Palkhivala. (November 26, 1996)
4. "The Mayor-in-Council form of Government the Calcutta Model", by Dr. (Mrs.) Marina Pinto. (March 13, 1997)

### *Conferences, Seminars, etc.*

1. "Coalition Government - Problems and Prospects" - A regional conference inaugurated by Shri S. Ramamoorthi, Chairman of the Branch. Dr. S.S. Gadkari prepared the theme Paper. Dr. V. Subramanian, delivered the Valedictory Address. Prof. Madhu Dandavate, Dy. Chairman of the Planning Commission, Shri S.S. Dighe, Former MP and Speaker of Maharashtra Legislative Assembly, Shri Prakash Javdekar, Executive President, Maharashtra State Planning Board, Shri L.S. Karkhanis, Member, Central Control Commission, Communist Party of India, Shri Subhash Desai, a leader of the Shiv Sena, Prof. Y.D. Phadke, Prof. of Political Science (Retd.) and Shri Arvind Deshpande, Secretary, Lok Swaraj Andolan were the specially invited speakers. (September 28, 1996)
2. "Effective and Responsive Administration" - A conference attended by Senior Officers from the State Government including the Chief Secretary

and from the branch, Shri S. Ramamoorthi, Chairman of the Branch, Dr. V. Subramanian, Shri S.Y. Ranade, Shri M.R. Kolhatkar, Dr. (Mrs.) Pinto and others. The Theme Paper for the conference prepared by Dr. S.S. Gadkari, Executive Joint Secretary of the Branch. (January 25, 1997)

#### *Training Programmes (For Government Employees)*

1. "Writing of Confidential Report". Faculty - Shri B.M. Bhanage. Participants - 48. (April 8, 1996)
2. "Writing of Confidential Reports (for officers of the Dairy Development Department)". Faculty - Shri B.M. Bhanage. Participants - 40. (May 21, 1996)
3. "Introduction to Computers". Faculty - Chetna Management Institute, Bandra. Participants - 23. (June 6-8, 1996)
4. "Writing of Confidential Report". Faculty - Shri B.M. Bhanage. Participants - 56. (July 5, 1996)
5. "Use of Marathi". Faculty - Shri S.A. Naik. Participants - 52. (August 27, 1996)
6. "Stress Management". Faculty - Dr. P.R. Kondekar. Participants - 33. (October 4, 1996)
7. "Maharashtra Civil Service Rules". Faculty - Shri V.V. Choudhury. Participants - 42. (November 19-20, 1996)
8. "Improving the Image of Government Servants". Faculty - Shri N.S. Patil. Participants - 33. (December 19-20, 1996)
9. "Conduct Discipline and Departmental Enquiry Rules". Faculty - Shri N.L. Bagul. Participants - 38. (January 21-22, 1997)
10. "Writing of Confidential Reports". Faculty - Shri B.M. Bhanage. Participants - 41. (February 20, 1997)
11. "Writing of Confidential Reports". Faculty - Shri B.M. Bhanage. Participants - 45. (March 20, 1997)

#### *Essay Competition*

The Branch announced the following topics for Annual Essay Competition :

1. Corruption - Causes and Remedies,
2. The Future of Public Sector Undertakings, and
3. Do We Need Another Reorganisation of the States.



The Branch received 20 valid entries which were assessed by a panel, consisting of S/Shri U.V. Deodhar, V.A. Kalyankar and V.B. Patil. The winners were :

1. Shri G.P. Jakhota, (1st Prize of Rs.1,500) from Jammalal Bajaj Institute of Management, Mumbai.
2. Smt. Ashwini Anandrao Mahedeshwar, (2nd Prize of Rs.1,000) from Kolhapur.

### *Library*

The Branch has 8,479 books in its Library as on March 31, 1997. Besides, the branch subscribed to or receives complimentary copies of periodicals.

### *Publications*

The Branch published two books on the "Organisation of the State Government in Maharashtra" - one in English (1990) and in Marathi (1995). A monography on "The Mayor-in-Council - The Calcutta Model" written by Dr. (Mrs.) Marina Pinto was also published.

### *Studies*

1. "Study of Superfluous references to the General Administration Department".
2. "Determining Staff Standards".

These studies were carried out by the officers of the A.R. Section, General Administration Department and the Sales Tax Department, respectively, under assistance and guidance of Executive Joint Secretary of the Branch.

### **ORISSA**

*Chairman* - Shri N.K. Panda, 59, Forest Park, Bhubaneswar-751007.

*Hony. Secretary* - Shri R.N. Mishra, 59, Forest Park, Bhubaneswar.

*Membership* - Annual 54, Life 190.

### *Seminars/Workshop*

1. "Model Code of Conduct for Elections" - Shri N.K. Panda, Chairman of the Branch, presided over the Seminar and Shri A.S. Sarangi, Chief Electoral Officer, Orissa graced the occasion as Chief Guest and delivered the keynote address. Shri R.K. Mishra, Former Chief Secretary, Prof. S.N. Mishra, Shri A.K. Tripathi (IAS), Prof. S.N. Rath, Prof. N. Hazary, Prof. Chitra Kanungo, Shri Sayed Maqbool Ali were notable participants in a very comprehensive discussion. (April 5, 1996)

2. "Judicial Activism" - Shri N.R. Hota (IAS, Retd.), presided over the Seminar and Hon'ble Justice Shri Sushanta Chatterjee, Chief Justice of Orissa High Court graced the Seminar as Chief Guest and delivered keynote address. The prominent participants in the Seminar were D.N. Padhi, A.K. Tripathy, S.N. Tripathy, Prof. P.C. Mahapatra, Dr. Bijoyini Mohanty, Prof. S.N. Mishra and Prof. R.N. Mishra. (May 11, 1996)
3. "Economic Management of Orissa" - Shri N.K. Panda, Chairman of the Branch presided over the Seminar and Smt. Nandini Satpathy, Chairperson of Orissa State Planning Board graced the occasion as the Chief Guest and Chief Speaker. Renowned Economists, Public Administrators like Prof. Baidyanath Mishra, Shri R.K. Mishra, Prof. Gyankar, Shri S.K. Mishra (A.G. Orissa), Prof. S.K. Panda, Dr. R.N. Mohanty presented papers. (August 24, 1996)
4. "Tourism Travel and Hotel Management" - Shri N.K. Panda, Chairman of the Branch presided over the Seminar and Shri Bhupinder Singh, Hon'ble Minister of Tourism and Culture graced the Seminar as the Chief Guest and Chief Speaker. Shri A. Bhatnagar, Manager, Hotel Oberoi, Shri A.N. Tiwari, Former Secretary, Tourism, were two other Guest Speakers. Shri N.R. Hota, Shri B.P. Tripathy, Shri B.K. Nayak, Dr. N. Hazary, Shri C.R. Mahapatra, Shri Maqbool Ali, Dr. Bijoyini Mohanty participated in the discussion. (September 21, 1996)
5. "Coalition Government - Experience and Prospects" — A workshop on the theme of Members' Conference 1996. Shri N.K. Panda, Chairman of the Branch, presided over the workshop. The prominent participants were : Shri N.R. Hota, Dr. S.C. Hazary, Prof. Surya Mishra, Dr.(Mrs.) B. Mohanty, Prof. R.N. Mishra, Prof. K.P. Padui, Dr. A. Mohanty, Prof. Sachi Mishra, Prof. P.K. Mishra, Shri B.K. Mohanty and Shri P.K. Jena. (October 12, 1996)
6. "Reorganisation of Revenue Administration" — Shri N.K. Panda, Chairman of the Branch presided over the Seminar, and delivered the keynote address. Prominent among participants were : Shri N.R. Hota, Prof. Gyan Kar, Shri Upendra Singh, Shri Maqbool Ali, Shri B.B. Chaini and Prof. B.C. Rout. (November 23, 1996).
7. "NROS' in Orissa's Progress" — Shri N.K. Panda, Chairman of the Branch presided over the Seminar. Dr. Digambar Mishra, Prof. of Public Administration, Miles College, Birmingham, Alabama, U.S.A. was the Chief Guest and Chief Speaker. Shri Sahadeb Sahoo, IAS, Member, Board of Revenue, participated in the Seminar as a Guest of Honour. Members of the Branch including Prof. Jatindra Mohan Mohanty, Shri K.C. Mishra, Prof. S.N. Rath and Shri Prahallad Pattnaik participated in the Seminar. (December 28, 1996)
8. "An Agenda for Effective and Responsive Administration" — Shri N.K.

Panda, Chairman of the Branch presided over the Seminar. Dr. Arvind Kumar Sharma, Professor of Public Administration, IIPA, New Delhi presented the theme paper. Professor S.N. Mishra, Prof. K.P. Padhi, Prof. A.K. Tripathy, Prof. B.K. Patnaik, Prof. Sachi Mishra, Shri G.C. Mishra and Shri Suresh Mantri participated in the Seminar. (February 1, 1997)

### *Research Study*

"Poverty Alleviation in Orissa - A Study of the Impact of Poverty-oriented Development Programmes", undertaken by the Branch under the supervision of Dr. Sudhakar Panda and Prof. S.N. Mishra.

### *Journal*

Fifth Annual issue of the Journal of the Branch is being released under the Editorship of Shri N.R. Hota. The Journal is especially devoted to the "Landmarks in State Administration Since Independence", sponsored by IIPA, New Delhi.

### **PUNJAB, HARYANA AND CHANDIGARH**

*Chairman* - Shri B.S. Ojha, Chief Secretary (Retd.), Government of Haryana, H.No. 43, Sector-11, Chandigarh.

*Hony. Secretary* - Shri D.V. Bhatia, H.NO. 2116/21-C, Chandigarh.

*Membership* - Annual 48, Life 349.

### *Conferences/Seminars*

1. "Coalition Government - Experience and Prospects". A prelude conference for Annual Members' Conference - 1996 presided over by Shri B.S. Ojha, IAS (Retd.), Chairman of the Branch. Shri P.D. Shastri, Shri Pawan K. Bansal (Ex-MP) and other eminent members spoke in the conference. (October 14, 1996)
2. "An Agenda for Effective and Responsive Administration". Shri B.S. Ojha, IAS (Retd.) Chairman of the Branch presided over the seminar and attended by various eminent persons. The seminar was organised by the Branch in collaboration with Department of Public Administration, Panjab University. (February 4, 1997)

### *Lecture/Meeting*

1. "Uniform Civil Code - A Sociological Perspective". A lecture was delivered by Dr. S.L. Sharma, Professor of Sociology and Director, Academic Staff College, Panjab University, Chandigarh, as a Guest Speaker. (February 19, 1997)

## RAJASTHAN

*Chairman* - Dr. H.M. Mathur, C-95, Jagan Path, Chomu House, Jaipur.

*Hony. Secretary* - Dr. Ramesh K. Arora, B-56, Janta Colony, Jaipur.

*Membership* - Annual 46, Life 243.

### Lectures/Talks

1. "Prospectus of Distance Education in India" — A Lecture by Prof. Pandav Nayak, Dean, Department of Social Sciences, IGNOU. Prof. C.M. Jain, Director of Indian Institute of Rural Management, presided. (July 12, 1996)
2. "Recent Trends in Rural Management" --- A lecture by Prof. R.S. Gautam, Director of Institute of Social Sciences, Ujjain. Prof. C.B. Gaina, Head of the Department of Political Sciences, University of Rajasthan, presided. (September 16, 1996)
3. "Innovations and Encounters" --- A lecture by Shri P.N. Bhandari, Chairman, Rajasthan State Electricity Board, Jaipur. (December 28, 1996)
4. "Innovations in Insurance" --- A lecture by Shri Subhash C. Garg, Director, State Insurance and Provident Fund Department, Government of Rajasthan, Jaipur. (December 30, 1996)
5. "Innovations and Turnaround in Rajasthan State Road Transport Corporation" — A lecture by Shri Ram Avtar, Managing Director, Tilam Sangh, Jaipur. (January 27, 1997)
6. "Latest Innovations in Municipal Finance in Rajasthan" --- A lecture by Shri Ajay Singh Chittora, Director of Local Bodies, Rajasthan. (January 28, 1997)
7. "South Asia and the United States : The Post Cold War Scenario" --- A talk by Prof. Soni Devabhaktuni of Henry Simon Centre, Washington D.C. Prof. S. Gupta, Former Indian Ambassador, presided. (September 21, 1996)
8. "Creativity in High Education" --- A talk by Secretary, Higher and Technical Education, Government of Rajasthan. Prof. Ramesh K. Arora, Professor of Public Administration, coordinated these lecture/ meeting. (December 31, 1996)
9. "Jaipur Vision - 2011" --- A talk by Shri V.S. Singh, Commissioner, Jaipur Development Authority. (January 30, 1997)
10. "The Mystique of Creativity" --- A talk by Prof. R.C. Mehrotra, Former Vice-Chancellor, University of Delhi. Shri R.S. Bhatt, Former Director of Public Relations, Government of Rajasthan, presided. (February 3, 1997)



### *Round Table Discussions*

1. "New Anthology on Women's Writings". Prof. Jasbir Jain, Professor of English, University of Rajasthan, initiated the discussion. Prof. R.C. Mehrotra, former Vice-Chancellor, University of Delhi, presided. (September 16, 1996)
2. "What is Wrong with the Indian Education System". Prof. R.C. Mehrotra, Former Vice-Chancellor, University of Delhi and Prof. Narendra K. Singhi, Senior Fellow, Institute of Development Studies, initiated the discussion on the topic. Prof. M.V. Mathur, Vice-President of IIPA, presided. (October 26, 1996)
3. "What Gives Me Happiness". The speakers were : Shri R.S. Bhatt, Former Director Public Relations, Shri B. Hooja, Former Education Secretary, Dr. Anand Kashyap, Prof. Ramesh K. Arora, Shri P.C. Shashtri, Dr. Satish K. Batra and Shri B.L. Pangariya. Shri Mangal Behari, Former Addl. Secretary to Government of India, presided. (January 1, 1997)

### *Seminars*

1. "Coalition Government - Experience and Prospects". Theme papers were presented by Shri R.S. Bhatt, Former Director of Public Relations, Government of Rajasthan and Prof. Bhawani Singh, Former Professor of Political Science. Prof. Ramesh K. Arora, Director, SSRC, coordinated the Regional Seminar. (December 28, 1996)
2. "Ideas and Contributions of Netaji Subhash Chandra Bose". Dr. H.C. Bhartiya, Former Head, Department of General Education, University of Rajasthan, was the key speaker. (January 31, 1997)

### *Memorial Meeting*

A memorial meeting in honour of late Prof. Iqbal Narain, Former Vice-Chancellor of BHU and NEHU was held on February 4, 1997. Prof. M.V. Mathur, Vice-President of IIPA presided over the meeting. Prof. R.C. Mehrotra, Dr. Adarsh Kishore, Prof. Ramesh K. Arora, Shri P.C. Shashtri, Dr. Asha Kaushik were among those who paid tributes to the memory of late Prof. Iqbal Narain.

### **TAMIL NADU**

*Chairman* - Shri T.K. Thanickachalam, 43, 1 Main Road, West Shenoy Nagar, Chennai-600030.

(Shri K. Malaswamy, State Election Commissioner, AC, 2nd Street, Anna Nagar, Chennai-600040, was elected as Chairman of the Branch in July, 1997).

*Hony. Secretary* - Shri D. Arunachalam, 43, 1 Main Road, West Shenoy Nagar, Chennai-600030.



(Prof. (Dr.) N. Sethuraman, AG 26, Shanti Colony, Anna Nagar, Chennai-600040, was elected as Hony. Secretary of the Branch in July, 1997).

Membership - Annual 127, Life 581.

### *Seminars/Conferences/Meetings/Symposiums/Discussions*

1. "Central Excise and Customs Administration". Shri T.K. Thanickachalam, Chairman of the Branch presided over the 1st monthly Meeting for the year. Shri S.R. Karuppan, I.R.S. (Retd.), Assistant Collector of Customs, spoke on the subject. (April 24, 1996)
2. "Power Scenario in Tamil Nadu - Problems and Prospects". Shri T.K. Thanickachalam, Chairman of the Branch, presided over the Seminar. Justice P. Venugopal inaugurated the Seminar. Shri S.R. Krishnamurthi, Chief Engineer, T.N.E.B., and Shri Ashok Jayaraman, Managing Director, Rotark Controls India Ltd., presented papers supported by film slides in the Seminar. Shri P. Suresh Chander Paul, Former Member, T.N.E.B. introduced the speakers as convenor. (June 29, 1996)
3. "Good Governance". A Symposium organised by the Branch. Shri V. Karthikeyan, Dy. Editor, *The Hindu* and Shri P.K. Umashankar, IAS (Retd.), Former Director, IIPA, New Delhi were the Guest Speakers. (July 26, 1996)
4. "Post Budget Scenario". Shri V. Jayaraman, Special Income Tax Commissioner and Shri G. Subramaniam, Chartered Accountant initiated the discussion on the subject at the monthly Meeting of the Branch, convened by Shri D. Rajasekaran, IRS (Retd.). (August 30, 1996)
5. "Coalition Government - Experience and Prospects". A prelude Seminar for Annual Members' Conference - 1996 was presided over by Shri T.K. Thanickachalam. Shri S.S. Raghavan, IAS (Retd.), Former Chief Secretary of West Bengal and Shri R. Gopalsamy, IAS (Retd.), formerly Chief Secretary to Government of Kerala, were the prominent invitees to present their views and suggestions. (September 21, 1996)
6. "Chennai Vision - 2000 - Basic Amenities". Shri T.K. Thanickachalam, Chairman of the Branch presided over the Seminar. Shri V. Karthikeyan, IAS (Retd.) Patron of the Branch, inaugurated the Seminar. Shri T.V. Navaneethakrishnan, Hony. Treasurer of the Branch, introduced the speakers to the audience. Shri C.V. Kamble, IAS, Dy. Commissioner, Corporation of Chennai, Shri Ravi Arumugam, IPS, Addl. Commissioner of Police, Egmore, Chennai, Shri M.B. Nirmal, President, Exnora International, Chennai, Shri N. Dakshnamoorthy, Manager, Dr. Ambedkar Transport Corporation, spoke in the Seminar. (November 30, 1996)
7. "Planet of Apes". A discussion for the monthly Meeting of the Branch presided over by Shri T.K. Thanickachalam, Chairman of the Branch. Shri

R. Natarajan, IAS (Retd.), Former Chief Secretary of Tamil Nadu spoke on the subject. (December 30, 1996)

8. "Effective and Responsive Administration" - A discussion initiated by V. Karthikeyan, IAS (Retd.), Shri B.S. Raghavan, IAS (Retd.), Shri P.K. Umashankar, IAS (Retd.), Shri R. Gopalsamy, IAS (Retd.), Shri C.V. Narasimhan, IPS (Retd.), Shri T.K. Thanickachalam, Chairman of the Branch and Shri D. Arunachalam, Hony. Secretary of the Branch participated in the Discussion. (January 18, 1997)
9. "Infrastructure Development - Tasks for Public Administration". A discussion at monthly Meeting of the Branch presided over by Shri T.K. Thanickachalam, Chairman of the Branch. Dr. K. Venkataraman, IAS (Retd.), formerly Managing Director, Industrial and Technology Promotion, UNIDO, Vienna, spoke on the subject. (February 27, 1997)
10. "Judicial Activism". Shri T.K. Thanickachalam, Chairman of the Branch presided over the Seminar and Justice M.S. Janarthanam, Judge, High Court of Chennai, inaugurated the Seminar. Shri S.R. Sundaram, convenor of the Seminar introduced the speakers at the outset. Shri G. Masilamani, Addl. Solicitor General of India, Dr. K.P. Krishnashetty, Former Reader, Department of Legal Studies, University of Madras, Shri Habibullah Badsha, Sr. Advocate, Shri M. Ravindran, President, Chennai Bar Association, Smt. Prabha Sridevan, President, Women Lawyers Association, participated in the Seminar and gave their views and presented papers. (March 28, 1997)

## UTTAR PRADESH

*Chairman* - Shri Brijendra Sahai, 5, Mall Avenue, Lucknow.

*Hony. Secretary* - Shri T.N. Dhar, 27-B/5, Lajpat Rai Marg, Lucknow.

*Membership* - Annual 108, Life 663.

### *Conferences/Seminars*

1. Proliferation of Government Personnel in U.P.
2. Public Policy for Democracy.
3. Coalition Government - Experience and Prospects.
4. Effective and Responsive Administration in India.

### *Publications*

#### *(a) Books*

1. "Development of Panchayati Raj Institutions in Uttar Pradesh". A Research document.

## 2. "Waste-lands - Potential for Prosperity".

### (b) Miscellaneous

1. The work for developing a status Document for preparation of Ninth Five Year Plan of Uttar Pradesh was completed.
2. Four issues of newsletter *Dynamic Administration* were published.

### WEST BENGAL

*Chairman* - Shri N. Krishnamurti, Chief Secretary to the Government of West Bengal, Writer's Buildings, Calcutta-700001.

*Hony. Secretary* - Shri K.K. Naskar, IAS (Retd.), 1B-16, Sector-III, Salt Lake City, Calcutta-700091.

*Membership* - Annual 57, Life 285.

### Seminars/Conferences

1. "Role of Voluntary Organisations in our Economic Development". A Seminar organised by the Branch on 40th Anniversary Celebrations of the IIPA, inaugurated by Shri Shibsankar Chakraborty, Director of Lokshiksha Parishad of Narendrapur, Ramakrishna Mission. (April 5, 1996)
2. "Judicial Activism". A Seminar organised by the Branch in which Dr. Syamal Kumar Ray, Dr. Sibranjan Chatterjee, Dr. Amiya Kumar Chowdhury, Shri Gour Chandra Saha, etc., took part in the deliberations. (August 12, 1996)
3. "Approaches to Rural Development". Shri A.K. Majumdar, IAS, Chief Secretary to the Government of West Bengal and Chairman of the Regional Branch, presided over the Seminar. Panel speakers were : Shri Shibsankar Chakraborty, Shri S.N. Ghosh, IAS, and Shri Prasad Ranjan Ray, IAS. (September 20, 1996).
4. "Coalition Government—Experience and Prospects". A Regional Conference for Annual Members, Conference 1996 organised by the Branch. Dr. Asok Mukhopadhyay, Vice-Chairman of the Branch presided over the Conference. Dr. Dilip De presented the theme paper. (October 5, 1996)
5. "Land Reforms in the Context of New Economic Policy—Relevance and Prospect". Dr. Jayanti Kumar Ray, Patron of the Branch presided over the Seminar. Shri Asit Banerjee IAS, (Retd.) was Principal Speaker. (February 14, 1997)

### Research Project

A Research Project on "City Government of Calcutta" has been undertaken by the Branch. Dr. Sibranjan Chatterjee, Coordinator of the Project has submitted an Interim Report on this Project. The Final Report is to be submitted in April, 1997.

### **Publication**

A special publication containing articles pertaining to administration is in the press.

### **LOCAL BRANCHES**

#### **AIZAWL**

*Chairman* - Dr. H. Thansanga, Minister of Education, Mizoram, Aizawl.

*Hony. Secretary* - Prof. R.N. Prasad, Department of Public Administration, NEHU, Aizawl-796007.

*Membership* - Annual 5, Life 68.

#### **Conference**

1. "Coalition Government". A prelude conference organised by the Branch for Annual Members' Conference, 1996.

#### **BUDAUN**

*Chairman* - Shri Amar Bahadur Singh, District Magistrate, Budaun.

*Hony. Secretary* - Dr. H. Swarup, Principal, APM Degree College, Swarup Bhawan, Near Main Gurudwara, Budaun-243601.

*Membership* - Annual 31, Life 108.

#### **Seminars/Lectures**

1. "Judiciary and Social Justice". Justice R.S. Tripathi, District Civil and Session Judge, presided over the Seminar. Dr. J. Guha Roy, Faculty member of IIPA presented key-note address. (August 25, 1996)
2. "Administrative Systems in India and USA". A lecture by Prof. Afak Haydar, Public Administration and Executive Director, International Programme and Services; presided over by Shri Avnish Kumar Awasthi, IAS, Chairman of the Branch and DM, Budaun. (December 24, 1996)
3. "Efficient and Accountable Administration". Shri U.V. Awasthi, PCS, City Magistrate, Budaun, presided over the Seminar. Shri Rai Singh, IAS, Special Secretary, Administrative Reforms Department, Government of UP, presented key-note address. (January 29, 1997)

#### **GULBARGA**

*Chairman* - Shri G. Jayaraman, Rajashree Cements, Aditiyanagar, Distt. Gulbarga.



*Hony. Secretary* - Dr. S.P. Hiramath, Professor of Chemistry, Gulbarga University, Gulbarga-585108.

### **Seminars**

1. "Coalition Government—Experience and Prospects". Prof. Munivamma, Vice-Chancellor, Gulbarga University, inaugurated the Seminar. Shri G. Jayaram, Chairman of the Branch presided over the Seminar. Shri Anil Kumar Jha, IAS, Prof. Amarvashi Mallappa and Prof. S.B. Malipali were the speakers. (October 2, 1996)
2. "Role of Public and Private Sectors in Development of Hyderabad Karnataka Area—Present Problems and Challenges". Shri S. Ramanathan, IAS (Retd.), Chairman, IIPA Karnataka Regional Branch, inaugurated the Seminar and presided over the second session. The first session presided over by Shri Raj Kamal, IAS, Registrar, Gulbarga University. Dr. (Mrs.) C. Degaonkar presented the theme paper. Shri S. Ramanathan IAS (Retd.), Shri Govindrao Sindhya, Shri M. Ravindranath, Shri S.S. Patil, Shri G. Jayaram, Shri P.H. Gangadhar Rao were the speakers. (February 9, 1997)

### **JABALPUR**

*Chairman* - Dr. V.K. Dubey, 1595, Napier Town, Jabalpur-482001.

*Hony. Secretary* - Shri D.N. Rathore, 14, BOS Colony, Narmada Road, Jabalpur.

*Membership* - Annual 4, Life 62.

### **Discussion**

1. "Elections for Lok Sabha : Political Parties and Their Activities". (December 25, 1996)

### **KARIM NAGAR**

*Chairman* - Dr. T. Ramakrishnaiah, Asstt. Project Director, Animal Husbandry, District Rural Development Agency, Karim Nagar.

*Hony. Secretary* - Dr. K. Narashimha Reddy, H.No.7-1-234, Mankammathota, Karim Nagar-505002.

*Membership* - Annual 9, Life 34.

### **Seminars/Lectures**

1. "Budget 1996-97". Mr. J. Srikar, AGM, NABARD, delivered the key-note address. Dr. K. Narasimha Reddy, Secretary of the Branch presided over the seminar. (July 25, 1996)



2. "Consumer Protection and Banking". The Branch organised the seminar jointly with Karimnagar Consumer Council and Bankers Club. Shri R.K. Ranghala, IPS, Banking Onbudsman delivered the key-note address. Special invitees of the seminar were Mr. B.R. Meena, IAS, District. Collector and Mr. N.V. Surendra Babu, IPS, Superintendent of Police respectively. Shri J. Srikar, AGM, NABARD, presided over the seminar and Shri N. Sreenivas, Secretary of the Consumer Council welcomed the delegates. Dr. K. Narasimha Reddy, expressed vote of thanks. (December 15, 1996)
3. "Indian Democracy—Degrading Values". A lecture by Shri N. Jayaprakashnarayan, IAS. (December 22, 1996).

#### **MAGADH (BODHGAYA)**

*Chairman* - Shri R.K. Singh, IAS, Commissioner, Magadh Division, Bodhgaya.

*Hony. Secretary* - Dr. Ghanshyam N. Singh, A/8, Professor's Quarters, Magadh University, Bodhgaya.

*Membership* - Life 43.

#### **Seminars/Conferences**

1. "New Approach to Panchayati Raj System". (May 5, 1996)
2. "Environment and Development". (June 23, 1996)
3. "Working of the Parliamentary System in India". (July 14, 1996)
4. "Backwardness of Bihar". (July 28, 1996)
5. "State of Affairs of Higher Education in Bihar". (August 11, 1996)
6. "Judicial Activism". (October 6, 1996)
7. "Coalition Government—Experience and Prospects". (October 13, 1996)
8. "An Agenda for Effective and Responsive Administration". (January 19, 1997)

#### **Round Table Discussions**

1. "Human Capital and Economic Development". (May 26, 1996)
2. "Poverty Alleviation Programmes : Its Failure and Success". (November 10, 1996)

#### **Lectures**

1. "Administrative Challenges in India". (June 2, 1996)

2. "New Approach to Union-State Relation". (September 15, 1996)
3. "Corruption in Public Life". (December 22, 1996)

## **NAGPUR**

*Chairman* - Prof. S.G. Kashikar, 113, Park Corner, Shivaji Nagar, Nagpur-440010.

*Hony. Secretary* - Dr. R.D. Mohota, Mohota Niwas, Nelson Square, Chhindwara Road, Nagpur.

*Membership* - Annual 32, Life 93.

### **Seminars**

1. "Coalition Government—Experience and Prospects". Shri S.S. Hussain, Divisional Commissioner, Nagpur, presided over the Seminar. Advocate P.N. Chandurkar, Shri Suresh Dwadashiwar, Editor, *Loksatta*, Prof. Kishor Mahabal, Prof. S.G. Kashikar and Shri Mittal, Chief General Manager of Reserve Bank of India, Nagpur, were the speakers in the Seminar. Shri K.S. Kshirsagar was the convenor of the programme. (October 16, 1996)
2. "Agenda for Effective and Responsive Administration". (January 28, 1997)

### **Get-together Programme**

1. "Ethics of Public Administration". The programme presided over by the Commissioner, Nagpur Division. Around 70 members and Government Officers participated in the programme. (April 12, 1996)

### **Talks**

1. "Writing of Confidential Reports"—by Prof. S.G. Kashikar, Chairman of the Branch (July 9, 1996), followed by a workshop on the subject on July 24, 1996. In all 150 officers from various Departments attended the programme.
2. "Management of Administration Stress Through Yoga"—by Dr. K.S. Kshirsagar, (Retd.) Head, Department of Political Science, Nagpur University. (September 23, 1996)

### **Study Tour**

The Branch organised a study tour to Hinganghat on September 30, 1996 to observe the working of the R.S.R. Mohota Mills and its sister concerns and discussed management problems with their officers. The Executive Committee also visited the Tissue Culture Centre, at Hinganghat and studied the latest technique of "Plantation through Tissue Culture".

**PATIALA**

*Chairman* - Prof. Harbans Pathak, 117, Ajit Nagar, Patiala-147001.

*Hony. Secretary* - Shri O.P. Gupta, Sirhindi Gate, Patiala-147001.

*Membership* - Life 29.

**Seminars/Conferences/Discussions**

1. "Coalition Government—Experience and Prospects". A prelude seminar for Annual Members' Conference 1996. The seminar was organised in collaboration with National Integration Chair of the University. Prof. I.J.S. Bansal, Dean, Academic Affairs of the University inaugurated the conference. Prof. O.P. Minocha presented his theme paper. Dr. R.M. Goel, Pro-Vice Chancellor, Punjabi University presided. (October 17, 1996)
2. "An Agenda for Effective and Responsive Administration". Shri T.C. Gupta, IAS (Retd)., Member Punjab Public Service Commission delivered the key note address. (January 24, 1997)

**Lecture/Talk**

1. "National Integration and Linguistic Policy". A lecture by Dr. H.S. Deol, Commissioner for Linguistic Minorities, Government of India. (March 20, 1997)
2. "British Life and Administration" by Mr. Robert Petty, Mr. Linda Sutton and Mr. Linda Howorth from UK.

**Research Study**

"Study on Post-Independence Land Marks in Public Administration in the State of Punjab", is under completion.

**RANCHI**

*Chairman* - Dr. S.D. Singh, Officer on Special Duty and Student Dean, Ranchi University, Ranchi.

*Hony. Secretary* - Dr. L.M. Prasad, M-40 DS, Harmn Housing Colony, Ranchi-834012.

*Membership* - Annual 8, Life 55.

**Seminars**

1. "Effective and Responsive Administration". (January 30, 1997)
2. "Success and Futures of the Jharkhand Area Autonomous Council". (March 28, 1997)

**SALEM**

*Chairman* - Dr. L. Lakshmi, Former Vice-Chancellor of Mother Teresa Women University, 163-K, Sundarar Street, Fairlands, Salem-636016.

*Hony. Secretary* - Shri N.S.R. Solomon Raj, Retd. Jt. Director of Rural Development, "Jasmine" 96-D, Perumanur, East Street, Salem.

*Membership* - Annual 12, Life 11.

**Seminars/Meetings**

1. "An Agenda for Effective and Responsive Administration". The seminar inaugurated by Mayor, Dr. G. Soodamani. Dr. S. Lakshmi, Former Vice-Chancellor of Mother Teresa Women's University, presided over the seminar. (January 22, 1997)
2. A Memorandum submitted to the High Level Committee for "Eradication of Corruption" constituted by the Government of Tamil Nadu. (October 24, 1996)
3. Considered the replies to the questionnaire received from High Level Committee for Administrative Reforms and Prevention of Corruption and presented views thereto. (February 27, 1997)

**SANGLI**

*Chairman* - Shri Sanjay Ubale, District Collector, Sangli.

*Hony. Secretary* - Shri A.S. Sahasrabudhe, Umashankar, Radhakrishna Extn., Sangli.

*Membership* - Annual 13, Life 20.

**Seminars/Conferences**

1. "Coalition Government"—A Conference organised in association with Zilla Parishad, Sangli. Shri N. Jayaraman, Uplokayukta, Government of Maharashtra presented the theme paper. Dr. N.K. Kulkarni, Shri P.B. Patil (ex-MLA), Shri Shantaram Garud, Dr. Ashok Chauskar delivered speeches. (August 18, 1996)
2. "Effective and Responsive Administration". The seminar presided over by Hon'ble District Judge of Sangli. Senior members of Judiciary and Sr. Dy. Collectors participated in the discussion. (February 10, 1997)

**Talks/Speeches**

1. "Foreign Investment and Globalisation". A talk by Prof. D.N. Devarshi and others. (November 21, 1996)



2. "Import and Export". A speech delivered by Mr. Kobayashi, Director General, Japan External Trade Union. The programme was organised in association with Indo-Japanese Association. (March 18, 1997)

### **TIRUCHIRAPALLI (TRICHY)**

*Chairman* - Maj. M. Aravandi, 27, New Colony, Mannarpuram, Trichy.

*Hony. Secretary* - Shri M. Selvakumar, Peerless, 52, Habber Road, Contonment, Triuchi-620001.

*Membership* - Annual 8, Life 38.

#### **Seminars**

1. "Earth Science and its Impact on Society". Thiru. K. Rajagopalan, President of Cauvery College for Women, inaugurated the Seminar. Dr. S.M. Ramasamy, Professor and Head School of Earth Science, Bharathidasan University, Thiruchi presented a paper on the topic. Major M. Aravandi, Chairman of the Branch presided. Shri Mohan Selvakumar, Hony. Secretary of the Branch proposed vote of thanks. (April 6, 1996)
2. "Coalition Government—Experience and Prospects". Dr. R. Muthain, Jt. Director of Collegiate Education, Thiruchi inaugurated the Seminar. Prof. P. Krishnamurthy, Former Professor of Jamal Mohammed College, Thiruchi presented a paper. Major M. Aravandi, Chairman of the Branch presided. Shri Mohan Selvakumar, Hony. Secretary of the Branch proposed vote of thanks. (October 17, 1996)

### **VALLABH VIDYANAGAR**

*Chairman* - Shri S.P. Shah, "Bhagwat Charan", Plot No. 297, Opp. Saurashtra Colony, Vallabh Vidyanagar-388120.

*Hony. Secretary* - Dr. J.N. Pandya, Reader, Department of Political Science, Sardar Patel University, Vallabh Vidyanagar- 388120.

*Membership* - Life 20.

#### **Seminars/Conferences**

1. "Coalition Government—Experience and Prospects". Shri Prakash N. Shah inaugurated the seminar. (October 13, 1996)
2. "Effective and Responsive Administration". (January 22, 1997)



## REGIONAL BRANCHES

### JAMMU and KASHMIR

*Chairman* - Shri Jalil Ahmad Khan, Additional Chief Secretary, (Finance Department), Srinagar.

*Hony. Secretary* - Shri V. Aivalli, PWD Bangalow No.1, Near Gandhi Nagar Police Station, Jammu-Tawi (J&K).

*Membership* - Annual 43, Life 232.

### MADHYA PRADESH

*Chairman* - Shri M.L. Singhal, 208, Sanghi Street, Mhow Cantt., Dist. Indore-453441.

*Hony. Secretary* - Shri K.M. Saran, C/o Shri K.K. Sethi, Director General Academy of Administration, 1100 Quarters, Bhopal-462016.

*Membership* - Annual 43, Life 253.

### MEGHALAYA

*Chairman* - Prof. B. Pakem, Vice-Chancellor, NEHU Mayurbhanj Comlex, Shillong-793014.

*Hony. Secretary* - Dr. B.J. Deb., Department of Political Science, NEHU Mayurbhanj Comlex, Shillong-793014.

*Membership* - Annual 11, Life 82.

## LOCAL BRANCHES

### BURDWAN

*Chairman* - Prof. Mohit Bhattacharya, Vice-Chancellor, University of Burdwan, Burdwan.

*Hony. Secretary* - Prof. Nimai Pramanik, University of Burdwan, Burdwan.

*Membership* - Annual 25, Life 12.

### COIMBATORE

*Chairman* - Dr. (Mrs.) Rajammal P. Devadas, Chancellor, Avinashilingam Deemed University, Coimbatore-641043.

*Hony. Secretary* - Shri G. Dhandapani, No.112, Chinnammai Street, K.K. Pudur, Coimbatore-641038.

*Membership* - Annual 5, Life 19.

### CUDDALORE

*Chairman* - Shri N. Ranga Ramanujam, Director of Agricultural & Marketing (Retd.), No. 60, Gandhi Nagar, Cuddalore-607001.

*Hony. Secretary* - Shri V. Dakshinamoorthy, Dy. Director of Agriculture (PP), O/O Jt. Director of Agriculture, Gundusalai, Sammon Dalan, Cuddalore-607001

*Membership* - Annual 1, Life 36.

### DINDIGUL

*Chairman* - Shri M. Gajapathy, 6-A, Daradar Lane, Pensioners Street, Dindigul (Anna Distt) - 624001.

*Hony. Secretary* - Sh. A.K. Serumalai, D.No.21/B, Society Street, Dindigul.

*Membership* - Annual 3, Life 17.

### IMPHAL

*Chairman* - Shri H.V. Goswami, Chief Secretary, Government of Manipur, Imphal.

*Hony. Secretary* - Prof. R.P. Singh, Department of Geography, University of Manipur, Imphal.

*Membership* - Annual 3, Life 48.

### MADURAI

*Chairman* - Shri R. Sampath, Collector, Madurai District, Madurai.

*Hony. Secretary* - Shri G. Venkidusamy, RRD-3, Teachers' Colony, Tirunagar, Madurai-625006.

*Membership* - Annual 25, Life 130.

### MEERUT

*Chairman* - Prof. S.S. Sharma, Head, Department of Sociology, Meerut University, Meerut.

*Hony. Secretary* - Dr. S.K. Chaturvedi, Reader, Department of Political Science, Meerut University, Meerut.

*Membership* - Annual 7, Life 43, Corporate 1.

**NASIK**

*Chairman* - Dr. M.S. Gosavi, 7, Anubandhan, Model Colony, Nasik.

*Hony. Secretary* - Dr. U.K. Bhambure, Principal, HPT. Arts and RYK. Science College, Vidyanagar, Nasik-422005.

*Membership* - Annual 29, Life 19.

**PUNE**

*Chairman* - Dr. P.R. Dubhashi, 26-A/1/34, Sahwas Society, Hingne, Pune-411029.

*Hony. Secretary* - Dr. S.V. Khare, 2006, Sadashiv Peth, Tilak Road, Pune-411030.

*Membership* - Annual 18, Life 126.

**SAIDAPET**

*Chairman* - Shri S. Subramanian, 94 Dasarathan St., Baskar Colony, Virugam Bakka, Chennai-600092.

*Hony. Secretary* - Shri K.M. Ramanujam, 94 Dasarathan St., Baskar Colony, Chennai-600092.

*Membership* - Annual 9, Life 54.

**SIROHI**

*Chairman* - Shri Rohit R. Brandon, Registrar, Rajasthan University, Sirohi.

*Hony. Secretary* - Shri Amrit Lal Dalal, 76 4/20, PWD Colony, Sirohi-307001.

*Membership* - Annual 3, Life 13.

**THANJAVUR**

*Chairman* - Shri P. Perumal, 30 Eswari Nagar, Medical College Road, Thanjavur-617007.

*Hony. Secretary* - Shri V. Palaniappan, 538 Ranivaikkal Street, Thanjavur-613009.

*Membership* - Annual 1, Life 38.

**TIRUNELVELI**

*Chairman* - Shri S. Srinivasan, 1-A High Ground Road, Palayankottah, Nellai Katta Bomman Dt. Tirunelveli.

*Hony. Secretary* - Shri K. Srinivasan, 20, Kailashpuram, Tirunelveli Junction, Tirunelveli-627001.

*Membership* - Annual 2, Life 27.

**TIRUPATTUR**

*Chairman* - Dr. K. Padmanabhan, 4-C, College Quarters, Srinivaspet, Tirupattur-635601.

*Hony. Secretary* - Shri C. Veerabadran, 97-A, Saibaba Colony, Tirupattur-635601.

*Membership* - Life 18.

**VADODARA (BARODA)**

*Chairman* - Dr. P.K. Das, Managing Director, Gujarat Alkalies and Chemicals Ltd., Yash Kamal, Sayaji Gunj, Vadodara-390005.

*Hony. Secretary* - Shri R.J. Mehta, Municipal Commissioner, Baroda Municipal Corpn., Khanderao Market, Rajmahal Road, Vadodara-390001.

*Membership* - Annual 2, Life 33.

**VELLORE**

*Chairman* - Dr. P.J. Prasantham, Director, Christian Counselling Centre, Sainathapuram, Vellore-632001.

*Hony. Secretary* - Shri R. Narayanaswamy, Sakunthala Ammal Street, Muni Samy Nagar, Velepadi, Vellore-632001.

*Membership* - Annual 1, Life 40.

**VILLUPURAM**

*Chairman* - Shri K. Selvam, Agricultural Officer, O/o The Joint Director of Agriculture, Guddalore.

*Hony. Secretary* - Shri M. Thirugnanasambandam, 5 Devaraj Street, Villupuram (S.A. Dt.)-605602.

*Membership* - Annual 1, Life 19.

**WARANGAL**

*Chairman* - Prof. V. Bhaskara Rao, Department of Public Administration, Kakatiya University, Warangal-506009.

*Hony. Secretary* - Shri K. Deva Manikyam, Department of Public Administration, Kakatiya University, Warangal-506009.

*Membership* - Annual 7, Life 98.

**Annexure IV**  
**ACADEMIC CENTRES**  
(As on March 31,1997)

**I. Centre for Economic Analysis and Financial Management**

- |  |                         |
|--|-------------------------|
| 1. Shri Pranab Banerji                           | 2. Prof. Nand Dhameja   |
| 3. Shri N.C. Ganguli                             | 4. Dr. Anil C. Ittyerah |
| 5. Dr. (Mrs.) A. Sarada                          | 6. Prof. K.S.R.N. Sarma |
| 7. Dr. (Mrs.) Aasha Kapur Mehta<br>(Coordinator) |                         |

**II. Centre for HRD and Behavioural Studies**

- |   |                           |
|---|---------------------------|
| 1. Dr. (Mrs.) Lipi Mukhopadhyay             | 2. Prof. O.P. Minocha     |
| 3. Prof. D.D. Malhotra                      | 4. Prof. A.K. Sharma      |
| 5. Prof. Jaideep Singh                      | 6. Dr. (Ms.) Sujata Singh |
| 7. Dr. (Mrs.) Rajesh Singh<br>(Coordinator) |                           |

**III. Centre for Management Studies, Public Enterprises and Computer Application**

- |                                    |                        |
|------------------------------------|------------------------|
| 1. Prof. Nand Dhameja              | 2. Shri Rakesh Gupta   |
| 3. Shri J.C. Kapur                 | 4. Prof. O.P. Minocha  |
| 5. Prof. A.K. Sharma               | 6. Prof. R.K. Sachdeva |
| 7. Shri N.C. Ganguli (Coordinator) |                        |

**IV. Centre for Public Policy, Planning and Environmental Studies**

- |                        |   |
|------------------------|---|
| 1. Dr. R.K. Barik      | 2. Prof. K.N Kabra                      |
| 3. Prof. R.K. Sachdeva | 4. Shri Shekhar Singh                   |
| 5. Dr. V. K. Sharma    | 6. Shri Ashish Kothari<br>(Coordinator) |

**V. Centre for Rural Development Administration**

- |  |                                    |
|--|------------------------------------|
| 1. Shri Pranab Banerji                   | 2. Dr. (Mrs.) Shanta Kohli Chandra |
| 3. Dr.(Mrs.)Lipi Mukhopadhyay            | 4. Prof. S.N. Mishra               |
| 5. Dr. J. Guha Roy                       | 6. Dr. (Ms) Sujata Singh           |
| 7. Prof. R.K. Tiwari                     | 8. Dr. J.N. Upadhyay               |
| 9. Dr. Anil C. Ittyerah<br>(Coordinator) |                                    |



#### **VI. Centre for Social Welfare Administration and Administration of Justice**

- |                                    |                           |
|------------------------------------|---------------------------|
| 1. Dr. (Mrs.) Shanta Kohli Chandra | 2. Prof. S.N. Mishra      |
| 3. Dr. M.K. Narain                 | 4. Prof. S.S. Singh       |
| 5. Prof. R.N. Thakur               | 6. Dr. Jayatilak Guha Roy |
| 7. Dr. R.K. Barik (Coordinator)    |                           |

#### **VII. Centre for Urban Studies**

- |                         |                                       |
|-------------------------|---------------------------------------|
| 1. Prof. G.K. Misra     | 2. Dr. M.K. Narain                    |
| 3. Prof. K.S.R.N. Sarma | 4. Prof. R.N. Thakur                  |
| 5. Dr. R.K. Wishwakarma | 6. Shri Rakesh Gupta<br>(Coordinator) |

#### **IX. National Centre for Disaster Management**

- |                                     |                          |
|-------------------------------------|--------------------------|
| 1. Dr. R.K. Barik                   | 2. Prof. K.N. Kabra      |
| 3. Prof. J.C. Kapur                 | 4. Shri Ashish Kothari   |
| 5. Dr. (Mrs.) Aasha Kapur Mehta     | 6. Prof. G.K. Misra      |
| 7. Prof. S.N. Mishra                | 8. Dr. (Mrs.) A. Sarada  |
| 9. Dr. (Mrs.) Rajesh Singh          | 10. Prof. S.S. Singh     |
| 11. Shri Shekhar Singh              | 12. Dr. V.K. Sharma      |
| 13. Prof. R.K. Tiwari               | 14. Dr. R.K. Wishwakarma |
| 15. Dr. J.N. Upadhyay (Coordinator) |                          |

**Annexure V**  
**TRAINING PROGRAMMES**

<i>Sl. No.</i>	<i>Title of the Course/Duration</i>	<i>No. of Participants</i>	<i>Course Director(s)</i>
<b>I. Management Development Programmes-I</b> (Sponsored by Department of Personnel and Training, Ministry of Personnel, Public Grievances and Pensions, Government of India)			
<b>A. Management Orientation Programmes</b>			
1.	Twenty-Second Advanced Professional Programme in Public Administration July 1, 1996 -March 31, 1997	33	Prof. R.K. Tiwari Dr.(Ms.) Sujata Singh Shri Rakesh Gupta
2.	Fourth Course on Budgeting Techniques and Policy August 19-24, 1996	16	Prof. K.S.R.N. Sarma
3.	Seventh Course on Leadership and Motivation September 9-14, 1996	23	Prof. Jaideep Singh
4.	Sixteenth Course on Managerial Finance September 23-28, 1996	33	Dr. (Mrs.) A. Sarada
5.	Eighth Course on Project Management November 18-23, 1996	24	Shri N.C. Ganguli
6.	Third Course on Human Resource Management November 18-30, 1996	18	Prof. O.P. Minocha

Sl. No.	Title of the Course/Duration	No. of Participants	Course Director(s)
7.	Sixth Course on Legal Dimensions of Administrative Decisions December 9-21, 1996	20	Prof. S.S. Singh
8.	Fourth Course on Dimensions of Public Management February 10-15, 1997	20	Prof. Arvind K. Sharma
9.	Seventh Course on Organisational Behaviour February 10-15, 1997	31	Prof. Jaideep Singh
<b>B. Special Programmes</b>			
10.	Eighth Training Programme on Attitudinal Transformation for Better Performance August 5-10, 1996	31	Dr.(Mrs.) Rajesh Singh
11.	Fourteenth Management Development Programme for Group A Officers (11-16 Years) August 19-31, 1996	30	Prof. A.K. Sharma
12.	Sixth Course on Management of Natural Resources and Environment September 16-28, 1996	16	Dr. Vinod K. Sharma Shri Ashish Kothari
13.	Eighth Course on Behavioural Dimensions of Human Resource Management and Organisational Leadership October 14-19, 1996	33	Dr.(Mrs.) Rajesh Singh

<i>Sl. No.</i>	<i>Title of the Course/Duration</i>	<i>No. of Participants</i>	<i>Course Director(s)</i>
14.	Ninth Training Programme on Effective Use of Computers in Administration July 1-13, 1996	34	Prof. R.K. Sachdeva Shri N.C. Ganguli Ms. Charru
15.	Sixth Training Programme on Training of Trainers of New Panchayati Raj December 2-14, 1996	13	Prof. S.N. Mishra Prof. R.K. Tiwari
16.	First Awareness Programme for State Secretariat Officers and Head of Departments January 6-11, 1997	14	Prof. K.N. Kabra
17.	Fifth Training Programme on Finance for Managers January 20-25, 1997	32	Prof. Nand Dhameja
18.	First Awareness Programme on Planning for District Sectoral Officers January 20-25, 1997	6	Prof. S.N. Mishra Prof. R.K. Tiwari
19.	First Course on Public Expenditure Management February 3-8, 1997	19	Prof. K.S.R.N. Sarma
20.	Fourth Orientation Training Programme for Directors/Deputy Secretaries of C.S.S. February 10-14, 1997	16	Prof. O.P. Minocha Dr. J.N. Upadhyay

<i>Sl. No.</i>	<i>Title of the Course/Duration</i>	<i>No. of Participants</i>	<i>Course Director(s)</i>
21.	Twenty-Second Management Programme for Empaneled Deputy Secretaries of the Central Secretariat Services  February 17 - March 21, 1997	7	Dr. Anil C. Ittyerah Dr. R.K. Barik
22.	Tenth Programme on Effective Use of Computers in Administration  February 17 - March 1, 1997	30	Prof. R.K. Sachdeva Shri N.C. Ganguli Ms. Charru
23.	Seventh Training Programme on Management of Natural Resources and Environment  February 24 - March 8, 1997	11	Dr. Vinod K. Sharma Shri Ashish Kothari
24.	Tenth Training Programme on Case Preparation and Use at Shimla.  March 29-31, 1997	24	Prof. Nand Dhameja

**II. Management Development Programmes-II**  
(Fee based Programmes and Sponsored Programmes Conducted by the IIPA at the request of other organisations during 1996-97)

**A. Fee-based Courses**

25.	Workshop on Security and Total Loss Prevention (in collaboration with I.I.S.S.M., New Delhi)  April 9-11, 1996	17	Dr. J.Guha Roy
26.	Fourth Course on Planning Budgeting and Budgetary Control  June 24-28, 1996	45	Dr.(Mrs.) A. Sarada



Sl. No.	Title of the Course/Duration	No. of Participants	Course Director(s)
27.	Sixth Orientation Course on Effective Administration of Welfare Measures in Government and Public Sector Organisations  July 22-26, 1996	14	Prof. R.N. Thakur
28.	First Course on SC/ST/OBC Reservation in Government and Public Sector Undertakings  October 9-11, 1996	22	Prof. R.N. Thakur
29.	Seventeenth Course on Management Information Systems  January 20-24, 1997	9	Shri Rakesh Gupta
<b>B. Sponsored Programmes by Other Organisations</b>			
30.	Training Programme on Office Management for Officers of Bureau of Indian Standards.  April 15-19, 1996	24	Dr.(Ms.) Sujata Singh
31.	Workshop on Case Preparation and Use (In collaboration with Motilal Nehru Institute of Research and Business Administration, University of Allahabad at Allahabad)  April 23-25, 1996	33	Prof. Nand Dhameja
32.	Training Programme on Finance for Non-Finance Executives of Department of Atomic Energy at Bombay.  June 3-8, 1996	21	Prof. Nand Dhameja

<i>Sl. No.</i>	<i>Title of the Course/Duration</i>	<i>No. of Participants</i>	<i>Course Director(s)</i>
33.	Faculty Development Seminars on Case Method, University of Mauritius, Mauritius, (Sponsored by Ministry of Education, Science, Government of Mauritius at Mauritius)  July 15-26, 1996	33	Prof. Nand Dhameja
34.	Special Management Development Programme for Engineer Trainees at Bharat Heavy Electricals, Ranipur, Haridwar.  July 22- August 14, 1996	46	Prof. O.P. Minocha Dr. J.N. Upadhyay
35.	Course on Personnel for Non-Personnel Managers for Department of Atomic Energy at Mumbai.  August 5-10, 1996	28	Prof. O.P. Minocha Dr. J.N. Upadhyay
36.	Vertical Interaction Course on Personnel Perspective Planning (Sponsored by B.P.R. & D., Ministry of Home Affairs).  August 19-24, 1996	28	Dr. J. Guha Roy
37.	Thirteenth Course on Development Through Participation (Sponsored by Ministry of Rural Development).  September 19-30, 1996	19	Prof. S.N. Mishra
38.	Workshop on Micro Food Security and P.D.S. (Jointly by ICSSR and Ministry of Agriculture, Government of India).  August 29-30, 1996	50	Prof. K.N. Kabra

Sl. No.	Title of the Course/Duration	No. of Participants	Course Director(s)
39.	Seventh Training Programme on Management for Medical Officers of CHS. September 9-20, 1996	20	Dr. R.K. Wishwakarma Shri Rakesh Gupta
40.	Training Programme on Public Policy for Senior Officers of Central Tibetan Administration September 30-October 5, 1996	18	Dr.(Ms.) Sujata Singh
41.	Tenth Orientation Programme for Non-Judicial Members of Consumer Forums (Sponsored by Ministry of Civil Supplies, Consumer Affairs and Public Distribution System). November 4-8, 1996	16	Prof. S.S. Singh
42.	Seventh Course on Social Anthropological Dimensions in Training for Indian Forest Service Officers (Sponsored by the Ministry of Environment and Forests, Government of India) November 26-30, 1996	24	Dr.(Mrs.) Lipi Mukhopadhyay
43.	Training Programme on Office Management for the Officers of Bureau of Indian Standards. December 16-20, 1996	21	Dr. (Ms.) Sujata Singh
44.	Eleventh Orientation Programme for Non-Judicial Members of Consumer Forums (Sponsored by Ministry of Civil Supply, Consumer Affairs and P.D.S.) January 6-10, 1997	37	Prof. S.S. Singh

<i>Sl. No.</i>	<i>Title of the Course/Duration</i>	<i>No. of Participants</i>	<i>Course Director(s)</i>
45.	Fourth General Management Programme for Supdt. Engineers and Senior Architects of the CPWD (Sponsored by the CPWD Training Institute)  January 13-17, 1997	17	Prof. R.K. Sachdeva Shri N.C. Ganguli
46.	Fifteenth Course on Development Through Participation (Sponsored by Ministry of Rural Development, Government of India).  January 27-February 7, 1997	7	Prof. S.N. Mishra Prof. R.K. Tiwari
47.	Twelfth Orientation Training Programme for Non-Judicial Members of Consumer Forums (Sponsored by Department of Consumer Affairs & PDS, Ministry of Civil Supplies, Consumer Affairs and PDs).  February 10-14, 1997	26	Prof. S.S. Singh
48.	Eighth Training Programme on Management for Medical Officers of CHS.  February 10-21, 1997	16	Dr. R.K. Wishwakarma Shri Rakesh Gupta
49.	Regional Workshop Community Based Conservation: Policy and Practice  February 9-11, 1997	61	Shri Ashish Kothari
50.	Training Course on Economic Analysis of Irrigation Projects (Sponsored by Training Directorate, Central Water Commission, Government of India).  February 24 - March 7, 1997	15	Shri Pranab Banerji

Sl. No.	Title of the Course/Duration	No. of Participants	Course Director(s)
51.	Vertical Interaction Course for IPS Officers on Project Planning for Police (Sponsored by Bureau of Police Research and Training, Ministry of Home Affairs)  March 3-8, 1997	16	Dr. J. Guha Roy
52.	Workshop on Modernisation of Prison Management (Sponsored by Bureau of Police Research and Development, Ministry of Home Affairs).  March 5-7, 1997	15	Prof. Nand Dhameja Dr. (Mrs.) Rajesh Singh
53.	Fifth Training Programme on General Management and Strategic Planning for Chief Engineers (Civil & Electrical and Chief Architects of CPWD (Sponsored by CPWD Training Institute).  March 10-14, 1997	16	Prof. Jaideep Singh
<i>Seminars/Conferences/Workshops</i>			
54.	Workshop on Emergency Health Care Load in Hospitals of Delhi.  May 8, 1996	66	Dr. R.K. Wishwakarma
55.	Seminar on Effective and Responsive Administration.  February 13, 1997	80	Dr. J.N. Upadhyay
<b>III. Centre for Urban Studies</b>			
56.	Third Course on Legal Dimensions of Municipal Decision-Making  July 1-5, 1996	8	Dr. M.K. Narain



<i>Sl. No.</i>	<i>Title of the Course/Duration</i>	<i>No. of Participants</i>	<i>Course Director(s)</i>
57.	Nineteenth Course on Urban Plan Administration.  July 15-26, 1996	12	Dr. R.K. Wishwakarma
58.	Third Course on Dimensions of Urban Local Government Reforms  August 5-9, 1996	20	Prof. D.D. Malhotra
59.	Third Course on Urban Infrastructure and Services  August 21 - September 3, 1996	18	Prof. D.D. Malhotra
60.	Fourth Course on Sustainable Urban Development.  September 23-27, 1996	17	Prof. Girish K. Misra Shri Rakesh Gupta
61.	Ninth Course on Managing Slum Improvement  September 30 - October 4, 1996	15	Dr. M.K. Narain
62.	Fifth Course on Management of Urban Poverty Alleviation Programmes  October 29 - November 2, 1996	10	Prof. D.D. Malhotra
63.	Fifth Course on Law and Urban Development  December 2-6, 1996	10	Dr. M.K. Narain
64.	Ninth Course on Urban Project Implementation, Monitoring and Evaluation  December 16-24, 1996	11	Prof. Girish K. Misra

Sl. No.	Title of the Course/Duration	No. of Participants	Course Director(s)
65.	Fourth Course on Environmental Management and Municipal Authorities  January 6-10, 1997	15	Shri Rakesh Gupta
<i>National Centre for Disaster Management</i>			
66.	Third Training Programme on Flood Disaster Management  June 17-21, 1996	23	Dr. Vinod K. Sharma
67.	Annual Conference on Relief Commissioners/Seminars on Current Concerns on Disaster Management in India.  June 25-26, 1996	40	Dr. Vinod K. Sharma Dr. J.N. Upadhyay
68.	Second Training Programme on Drought Management  July 8-12, 1996	19	Dr. J.N. Upadhyay Dr. Vinod K. Sharma
69.	Training Programme on Economic Analysis of Disaster  September 2-7, 1997	19	Dr.(Mrs.) Aasha Kapur Mehta
70.	Workshop on Cities at Risk (IDNDR Day Celebration)  October 9, 1996	80	Dr. Vinod K. Sharma Dr. J.N. Upadhyay
71.	Second Training of Trainers Programme on Disaster Management  December 23-28, 1996	13	Dr. Vinod K. Sharma Dr. J.N. Upadhyay

<i>Sl. No.</i>	<i>Title of the Course/Duration</i>	<i>No. of Participants</i>	<i>Course Director(s)</i>
72.	Training of Trainers Programme on Disaster Management for NGOs  January 27-31, 1997	31	Dr. Vinod K. Sharma
73.	Training Programme on Flood and Landslides Management  March 10-14, 1997	14	Dr. Vinod K. Sharma
74.	Workshop on Earthquake Disaster Mitigation  March 19-21, 1997	16	Dr. M.K. Narain
75.	Workshop on Management of Disaster Relief Funds  March 26-27, 1997	11	Prof. K.N. Kabra

**AUDITORS REPORT TO THE MEMBERS OF  
THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION  
NEW DELHI**

We have audited the attached Balance Sheet of the Indian Institute of Public Administration as at 31st March, 1997, and Income and Expenditure Account for the year ended on that date and report that we have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit and that in our opinion and to the best of our information and according to the explanations given to us, the said accounts read alongwith significant accounting policies and notes to Accounts give a true and fair view:

- (i) In case of the Balance Sheet the state of affairs of the Institute as at 31st March, 1997, and
- (ii) In case of the Income and Expenditure Account, of the excess of Expenditure over Income for the year ended on that date.

Dated: 4th August, 1997

For THAKUR VAIDYANATH AIYAR & CO.  
*Chartered Accountants*

( R. BALACHANDER )  
*Partner*

## Annexure VI

## INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

## Balance Sheet as on 31st March, 1997

<i>Particulars</i>	<i>Schedule No.</i>	<i>Current Year (as on 31.3.97) Rs.</i>	<i>Previous Year (as on 31.3.96) Rs.</i>
<b>Liabilities</b>			
Capital Asset Fund		34,724,192.83	31,610,803.63
Membership Fund		5,371,499.75	4,835,819.75
Capital Funds	1	3,692,374.21	3,832,971.14
Grants, Unutilised Balances	2	5,579,143.40	6,605,080.00
Current Liabilities	3	2,348,990.17	755,328.17
IIPA Employees CPF Liabilities		53,682,060.45	47,191,653.43
Total		<u>105,398,260.81</u>	<u>94,831,656.12</u>
<b>Assets</b>			
Fixed Assets	4	34,724,192.83	31,610,803.63
Investment of Funds	5	10,054,681.00	11,191,170.00
Grants Receivables	2	937,334.57	2,169,979.77
Current Assets	6	4,139,634.93	2,583,408.96
IIPA Employee CPF Assets		53,682,060.45	47,191,653.43
Excess of Exp. over Income Includes Current Year's Deficit of Rs.17,75,716.70		1,860,357.03	84,640.33
Accounting Policies & Notes	17		
Total		<u>105,398,260.81</u>	<u>94,831,656.12</u>

As per our Report of even date.  
For THAKUR, VAIDYANATH  
AIYAR & CO.  
Chartered Accountants  
New Delhi

(R. BALACHANDER)  
Partner

S.B.CHAVAN  
Chairman

M.C.GUPTA  
Director &  
Member Secretary

G.C.L. JONEJA  
Honorary Treasurer

Dated :4th August, 1997



**INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI**  
**Income and Expenditure Account for the year ended 31st March, 1997**

<i>Particulars</i>	<i>Schedule No.</i>	<i>Current Year (as on 31.3.97) Rs.</i>	<i>Previous Year (as on 31.3.96) Rs.</i>
<b>Expenditure</b>			
Pay & Allowances (Including CRDA)	7 & 10	15,924,652.00	13,570,867.00
Training Programmes		1,992,605.00	1,524,369.00
Research Studies/Seminars		94,620.80	215,306.00
Publications		902,153.00	480,958.00
Library Periodicals & Binding Charges		314,488.00	299,202.00
Branches Promotion Activities		476,751.00	401,626.00
Campus Maintenance Including Hostel	8	3,727,590.65	3,209,631.00
Administrative and Miscellaneous Charges	9	3,708,137.30	3,221,895.65
Centre for Rural Development Administration	10	12,522.00	16,642.00
Misceleaneous Expenditure			
Cost of Assets Acquired out of			
Recurring Grant Transferred to Assets Fund		43,759.00	11,621.00
Amount Paid to MCD as Part Payment			
Towards Property Tax Arrears		700,000.00	0.00
Amount Transferred Payable to MCD		1,600,000.00	0.00
<b>Total</b>		<u>29,497,278.75</u>	<u>22,952,117.65</u>
<b>Income</b>			
Maintenance Grant from Ministry of			
Personnel, Public Grievances & Pensions		15,300,000.00	13,000,000.00
Grant for Payment of MCD Property			
Tax Arrears		2,300,000.00	0.00
Member's Subscriptions	11	738,376.00	437,431.64
Fee for Training Programmes		4,349,660.00	2,785,249.00
Consultancy Fee - Net		867,481.50	428,133.50
Rent Receipts		1,011,743.00	1,087,036.30
Income from Publications		315,826.90	335,514.00
Amount Transferred from Research		350,000.00	350,000.00
Endowment Fund			
Amount Transferred from Research			
Revolving Fund		0.00	119,300.81
Miscellaneous Receipts	12	2,488,474.65	2,614,758.32
<b>Total</b>		<u>27,721,562.05</u>	<u>21,157,423.57</u>
Surplus/(Deficit) for the Year		-1,775,716.70	-1,794,694.08
Amount Transferred from Gratuity		0.00	932,659.60
Research Fund . To Maintenance Grant			
Additional One Time Grant Covering		0.00	6,780,000.00
Deficit Upto 31-3-95.			
Accounting Policies & Notes	17		
<b>Total</b>		<u>-1,775,716.70</u>	<u>-5,917,965.52</u>

As per our Report of even date.

For THAKUR, VAIDYANATH AIYAR & CO.

Chartered Accountants

New Delhi

(R.BALACHANDER)

Partner

S.B.CHAVAN

Chairman

M.C.GUPTA

Director & Member Secretary

G.C.L. JONEJA

Honorary Treasurer

Dated :4th August, 1997

**INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI**  
**Receipts and Payments Account for the year ended 31st March, 1997**

<i>Particulars</i>	<i>Schedule No.</i>	<i>Rs</i>
<b>Receipts</b>		
Opening Balance		
Cash in Hand	688.00	
Petty Cash Imprest	769.91	
Postage Imprest	<u>3,905.95</u>	5,363.86
Balances with Banks:		
(i) Current Accounts:		
State Bank of India	34,654.55	
UCO. Bank, IIPA	12,39,080.94	
UCO. Bank, Supreme Court	<u>500.00</u>	12,74,235.49
(ii) Saving Accounts:		
First National City	<u>4,54,790.61</u>	4,54,790.61
Bank of New York		
Part A (i) Maintenance Grant and Internal Receipts	13	2,79,46,223.05
Part (ii) Non Recurring/Plan Grants under Five Year Plan	14	30,00,000.00
Part B: Funds, Deposits & Advances	15	33,78,316.07
Part C: Grants for Research Projects, etc.	16	1,50,46,281.75
<b>Total</b>		<u><b>5,11,05,210.83</b></u>
<b>Payments</b>		
Part A (i) Expenditure against Maintenance Grant & Internal Receipts	13	2,96,23,878.75
Part A (ii) Expenditure against Non Recurring/Plan Grants	14	28,03,853.00
Part B: Payments out of Funds, Deposits and Advances	15	2,08,249.00
Part C: Expenditure against Grants for Research Projects etc.	16	1,50,35,720.15
Closing Balance		
Cash in Hand	765.00	
Petty Cash Imprest	581.91	
Postage Imprest	<u>2,918.69</u>	4,265.60
Balances with Banks:		
(i) Current Accounts:		
State Bank of India	81,905.55	
UCO. Bank, IIPA	28,57,451.10	
UCO. Bank, Supreme Court	<u>500.00</u>	29,39,856.65
(ii) Saving Accounts:		
First National City	<u>4,89,387.68</u>	4,89,387.68
Bank of New York		
<b>Total</b>		<u><b>5,11,05,210.83</b></u>

# INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

## Schedule 1: Capital Fund (As at 31-3-97)

<i>Sl.No</i>	<i>Description</i>	<i>Opening Balance Rs.</i>	<i>Contributions/ Interest Rs.</i>	<i>Amount Utilised Rs.</i>	<i>Closing Balance Rs.</i>
1.	Staff Benevolent Fund	81,818.86	16,363.00	21,155.00	77,026.86
2.	Research Endowment Fund	3,260,306.16	159,357.00	350,000.00	3,069,663.16
3.	Annual School Prize Fund	25,055.33	3,557.00	1,750.00	26,862.33
4.	Consultancy Support Fund	21,888.00	18,434.00	0.00	0,322.00
5.	Ford Foundation-IV Fund (Interest)	443,902.79	34,597.07	0.00	478,499.86
Total		<u>3,832,971.14</u>	<u>232,308.07</u>	<u>372,905.00</u>	<u>3,692,374.21</u>

Note: Interest has been taken on receipt basis. Most of the investments are on long-term basis where the interest will be received on maturity.

## INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

## Schedule 2: Details of Project Grants Received and Expenditure Incurred thereon during the year ended 31st March, 1997

Sl.No.	Source	Grant Unutilised (-) Recoverable As on 1.4.96 Rs.	Receipts During the Year Rs.	Total Rs.	Payments/ Adjustments Rs.	Grant Unutilised/ (-) Recoverable As on 31.3.97 + Rs.
1.	Grant from Ministry of Urban Affairs, New Delhi for Centre for Urban Studies (Including Internal Receipts of Rs.17,269.75)	157,717.57	3,236,269.75	3,393,987.32	3,280,981.00	113,006.32
2.	Grants from Department of Personnel & Training for Advanced Professional Programme in Public Administration	-34,050.55	1,685,000.00	1,650,949.45	1,752,454.00	-101,504.55
3.	Grants from Ministry of Agriculture for National Centre for Disaster Management	292,797.00	3,150,000.00	3,442,797.00	3,078,355.00	364,442.00
4.	Other Programmes from Department of Personnel and Training	1,448,957.16	6,436,913.00	7,885,870.16	5,281,469.45	2,604,400.71
5.	Other Programmes	803,498.49	308,482.00	111,980.49	628,878.00	483,102.49
6.	Grants from ICSSR for Research Projects	21,056.14	750.00	21,806.14	4,528.20	17,277.94
7.	Other Research Projects	850,482.65	1,371,654.00	2,222,136.65	1,357,861.00	864,275.65
8.	Consultancy Projects	894,641.77	1,857,213.00	2,751,854.77	2,455,046.50	296,808.27
	Total	<u>4,435,100.23</u>	<u>18,046,281.75</u>	<u>22,481,381.98</u>	<u>17,839,573.15</u>	<u>4,641,808.83</u>

## Figures for the Year 95-96

Rs.56,05,080.80

Rs.11,69,980.57

Unutilised Balance of Grant Carried over to next Year

Grant Receivable Carried over to next Year

5,579,143.40

937,334.57

+ Balances have been taken from detailed schedule for Project Grants.

- Includes Rs. 8,67,481.50 transferred to Income and Expenditure Accounts being net income on Consultancy Assignments, concluded during the year.

# INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

## Schedule 3: Current Liabilities as at 31st March, 1997

<i>Particulars</i>	<i>As on 31st March 1997 Rs.</i>	<i>As on 31st March 1996 Rs.</i>
Unpaid Salaries	3,367.00	2,981.00
Canteen Contractor/Mess Charges	240,853.00	249,705.00
Honorarium to Faculty/Staff	28,379.57	19,097.57
Stale Cheque Account	48,969.00	62,490.00
Other Liabilities	1,750.00	1,400.00
Amount Payable to MCD	1,600,000.00	0.00
Amount Received from IAMR Pending Adjustment	196,469.15	196,469.15
Other Deposits	229,202.45	223,185.45
Total	<u>2,348,990.17</u>	<u>755,328.17</u>



# INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

## Schedule 4: Fixed Assets as at 31st March, 1997

<i>Particulars</i>	<i>Cost as on 31.3.96 Rs.</i>	<i>Additions/ Adjustments Rs.</i>	<i>Cost as on 31.3.97 Rs.</i>
Buildings	8,429,424.09	0.00	8,429,424.09
Furniture and Fixtures	1,937,542.82	0.00	1,937,542.82
Air Conditioning Equipments and Water Coolers	1,472,649.76	0.00	1,472,649.76
Library Books	6,232,421.59	419,840.20	6,652,261.79
Vehicles	249,124.37	0.00	249,124.37
Film Projector and Stage Equipments	326,659.46	0.00	326,659.46
Data Processing and Office Equipments	6,609,271.84	1,120,279.00	7,729,550.84
Library Equipments	643,930.60	1,070.00	645,000.60
Hostel and Mess Equipments	943,706.46	0.00	943,706.46
Internal Communications	725,523.00	576,465.00	1,301,988.00
CRDA (Furniture and Books)	329,289.64	0.00	329,289.64
NCDM (Library Books)	152,991.00	330,393.00	483,384.00
NCDM (Furniture, Fixtures and Office Equipments)	1,931,177.00	21,544.00	1,952,721.00
CUS (Library Books)	552,701.19	6,082.00	558,783.19
CUS (Furniture, Fixture and Office Equipments)	770,304.52	550,552.00	1,320,856.52
APPPA (Library Books)	304,086.29	87,164.00	391,250.29
Total	<u>31,610,803.63</u>	<u>3,113,389.20</u>	<u>34,724,192.83</u>
Previous Year	27,198,852.50	4,411,951.13	31,610,803.63

# **INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI**

## **Schedule 5: Investment of Funds as at 31st March, 1997**

<i>Sl.No.</i>	<i>Name of the Fund</i>	<i>Balance as on 31st March, 1996</i>	<i>Additions</i>	<i>Encashments</i>	<i>Balance as on 31st March, 1997</i>
		<i>Rs.</i>	<i>Rs.</i>	<i>Rs.</i>	<i>Rs.</i>
1.	Annual School Prize Fund	23,200.00	0.00	0.00	23,200.00
2.	Staff Benevolent Fund	74,700.00	0.00	0.00	74,700.00
3.	Life Membership Fund	4,494,770.00	1,886,000.00	1,377,000.00	5,003,770.00
4.	Corporate Membership Capital Fund	334,700.00	120,000.00	98,700.00	356,000.00
5.	Research Endowment Fund	3,258,800.00	200,000.00	406,000.00	3,052,800.00
6.	Other Deposits	3,005,000.00	57,760.00	1,518,549.00	1,544,211.00
	<b>Total</b>	<b>11,191,170.00</b>	<b>2,263,760.00</b>	<b>3,400,249.00</b>	<b>10,054,681.00</b>

# **INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI**

## **Schedule 6: Current Assets, Loans and Advances as at 31st March, 1997**

<i>Particulars</i>	<i>As on 31st March, 1997</i>	<i>As on 31st March, 1996</i>
	<i>Rs.</i>	<i>Rs.</i>
Amount Receivable from IXth, Xth APPPA Participants for M. Phil Registration	0.00	390.00
Cash/Postage Imprest	4,265.60	
Balances with Banks		
In Current Account	2,939,856.65	
In Savings Accounts	489,387.68	
	3,433,509.93	1,734,389.96
Advances to Employees	605,855.00	753,859.00
Deposits (with DESU, DDA, etc.)	100,270.00	94,770.00
<b>Total</b>	<b>4,139,634.93</b>	<b>2,583,408.96</b>

# INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

## Schedule 7: Pay and Allowances \*

<i>Particulars</i>	<i>1996-97 Rs.</i>	<i>1995-96 Rs.</i>
Faculty and Attached Staff	3,932,073.00	3,348,509.00
Office of Academic Activities	929,358.00	781,144.00
Library	1,570,717.00	1,357,794.00
Publications	902,522.00	741,138.00
Maintenance	1,200,048.80	1,004,183.00
Hostel	1,107,095.20	1,062,416.00
Administration (Including LR and Misc. and Membership)	2,334,811.00	1,948,804.00
Accounts	810,339.00	665,176.00
Research and Consultancy Unit	164,602.00	135,330.00
Computer Centre	286,911.00	212,332.00
Overtime Allowance	384,433.00	297,769.00
Gratuity	831,634.00	321,232.00
Total	<u>14,454,544.00</u>	<u>11,875,827.00</u>

\* Excludes pay and allowances directly charged to other grants/projects/CRDA.

# INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

## Schedule 8: Campus Maintenance

<i>Particulars</i>	<i>1996-97 Rs.</i>	<i>1995-96 Rs.</i>
Repair and Maintenance	807,624.00	682,009.00
Hostel General Charges	142,265.00	138,382.00
Rents, Rates and Taxes	200,000.00	200,000.00
Water and Electricity Charges	2,166,642.65	1,833,462.00
Security Arrangements	411,059.00	355,778.00
Total	<u>3,727,590.65</u>	<u>3,209,631.00</u>
Amount Paid to MCD as Part Payment Towards MCD Property Tax Arrears	700,000.00	0.00
Grand Total	<u>4,427,590.65</u>	<u>3,209,631.00</u>

# INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

## Schedule 9: Administrative and Miscellaneous Charges

<i>Particulars</i>	<i>1996-97 Rs.</i>	<i>1995-96 Rs.</i>
Travelling Expenses	1,093,706.00	556,891.00
Honorarium to Auditors	12,500.00	13,900.00
Printing and Stationery	80,241.00	180,788.00
Telephones	715,497.00	710,682.00
Postage and Telegrams	280,547.26	184,412.65
Repair, Maintenance and Replacement of Risograph	330,277.00	525,139.00
Repair, Maintenance and Replacement of Project Equipments, etc. (Including Photocopying Charges)	588,941.00	490,929.00
Interest on Overdraft	4,065.00	147,678.00
Liveries	124,648.00	113,283.00
Conveyance Charges	113,588.00	95,857.00
Motor Car Expenses	101,880.00	85,170.00
Essay Prize	11,300.00	9,800.00
Other Expenses	250,947.04	107,366.00
Total	<u>3,708,137.30</u>	<u>3,221,895.65</u>



# INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

## Schedule 10: Centre for Rural Development Administration

<i>Particulars</i>	<i>1996-97 Rs.</i>	<i>1995-96 Rs.</i>
Pay and Allowances	1,470,108.00	1,695,040.00
Misc. Expenditure		
Contingencies	928.00	580.00
Travelling Allowances	0.00	644.00
Newsletters and Periodicals	11,594.00	15,418.00
Grand Total	<u>1,482,630.00</u>	<u>1,711,682.00</u>

# INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

## Schedule 11: Membership Subscription/interest on Membership Fund

<i>Particulars</i>	<i>1996-97 Rs.</i>	<i>1995-96 Rs.</i>
Sub. - Associate	7,660.00	7,100.00
Sub.- Corporate	15,500.00	2,500.00
Subs. - Student Membership	4,700.00	4,100.00
Subs. - Ordinary	93,425.00	106,360.00
Interest on Corporate Membership Capital Fund	46,736.00	20,098.00
Interest on Life Membership Capital Fund	570,355.00	247,273.64
Total	<u>738,376.00</u>	<u>437,431.64</u>

## INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

## Schedule 12: Miscellaneous Receipts

<i>Particulars</i>	<i>1996-97 Rs.</i>	<i>1995-96 Rs.</i>
Receipt from Risograph	362,771.00	458,157.00
Receipt from Project Equipments	369,406.00	467,964.00
Receipt from Overhead Charges from Research Projects/programmes	1,068,576.00	803,642.00
Service Charges	263,468.00	261,987.00
Interest on House Building Advance	34,884.00	59,091.00
Gain in Exchange	7,324.00	15,229.00
Photocopying Receipts	135,186.00	234,580.00
Interest on Conveyance Advance	15,309.00	13,300.00
Others	231,550.65	300,808.32
Total	<u>2,488,474.65</u>	<u>2,614,758.32</u>

## INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

## Schedule No. 13: Receipts and Payments Account for the year ending 31st March, 1997

*Part A (I) Maintenance Grant from Government of India and Internal Receipts*

<i>Particulars</i>	<i>Amount (Rs.)</i>
<b>Receipts</b>	
Maintenance Grant from Ministry of Personnel, Public Grievances and Pensions (Department of Personnel and Training (Non Plan) Recurring Members Subscriptions	1,76,00,000.00 7,38,376.00
Fee for Training Programmes	43,49,660.00
Consultancy Fee (Net)	8,67,481.50
Rent Receipts	10,11,743.00
Income from Publications	3,15,826.90
Amount Transferred from Research Endowment Fund	3,50,000.00
Miscellaneous Receipts (Including Overheads)	24,88,474.65
Recovery of Advances to Staff for Conveyance, House Building and Festival	2,24,661.00
<b>Total Receipts during the year</b>	<b>2,79,46,223.05</b>
<b>Payments</b>	
Pay & Allowances: Core	1,44,54,544.00
CRDA	14,70,108.00
Training Programmes	1,59,24,652.00
Research Studies/Seminars	19,92,605.00
Publications	94,620.80
Library Books, Periodicals and Binding Charges	9,02,153.00
Branches Promotion Activities	3,14,488.00
Campus Maintenance	4,76,751.00
Amount Transferred to payable to MCD A/C	44,27,590.65
Administrative and Miscellaneous Charges	16,00,000.00
Centre for Rural Development Administration	37,50,896.30*
Misc. Expenditure	12,522.00
Advances to employees for conveyance, House building and Festival	1,27,600.00
<b>Total Expenditure during the year</b>	<b>2,96,23,878.75</b>
Excess Expenditure during the year	16,77,655.70
Add Excess Expenditure as at 31st March, 1996	7,65,557.64
<b>Cummulative Excess Expenditure as at 31.3.97</b>	<b>24,43,213.34</b>

Note : \* Includes Rs.43759.00 cost of assets acquired and Rs.1000 towards yearly Written Down Value of each of the 10 OYT Lines.

**INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI**

**Schedule No. 14 Receipts and Payment Account for the year ended 31st March, 1997**

***Part A-II Non-Recurring/Plan Grants under Five Year Plan***

<i>Particulars</i>	<i>Rs.</i>
<b>Receipts</b>	
I. Annual Plan Grant 1996-97	30,00,000.00
II. Unutilised Balance at the end of previous year Annual Plan Grant 95-96	7,76,567.35
<b>Total</b>	<u>37,76,567.35</u>
<b>Payments</b>	
Annual Plan Grant 1996-97	
(a) Faculty Development	1,72,214.00
(b) Upgradation and Modernisation of IIPA Library as National Resource Centre in Public Administration	1,96,335.00
(c) Modernisation of Hostel Facilities	6,77,828.00
(d) Development of Main Building Complex of the Institute	12,30,481.00
(e) Long Term Research Study on Decentralisation Planning	72,747.00
(f) Gaps in Public Administration	4,54,248.00
<b>Total</b>	<u>28,03,853.00</u>

### Utilisation Certificate (Schedules 13 and 14)

Certified that against the Grant-in-aid of Rs. 176.00 lakh ( including Rs.23.00 lakh for payment to MCD towards arrears of Property Tax ) received from the Government of India, Ministry of Personnel, Public Grievances & Pensions, Department of Personnel and Training, New Delhi, a total sum of Rs.2,00,43,213.34 including excess expenditure of Rs.7,65,557.64 as at 31.3.1996 has been utilised on recurring expenditure, except Rs.16.00 lakh yet to be paid to MCD towards arrears of Property Tax classified under Current Liabilities, during 1996-97, thus, leaving an overspent balance of Rs. 24,43,213.34 which has been carried over for adjustment during 1997-98, as indicated in Schedule 13.

It is also certified that Non-recurring Grant/Plan Grant received were utilised as indicated below and as also indicated in Schedule 14:

1. Out of the Annual Plan Grant-in-Aid of Rs. 35 lakh, received during the year 1995-96, an amount of Rs.27,23,432.65 lakh had been utilised during the year and balance of Rs. 7,76,567.35 has been utilised during 1996-97.
2. Out of Annual Plan Grant-in-Aid of Rs. 30 lakh, received during the year 1996-97, an amount of Rs.20,27,285.65 has been utilised during the year, leaving a balance of Rs. 9,72,714.35 which has been carried over for utilisation during 1997-98.

For THAKUR, VAIDYANATH AIYAR & CO.  
Chartered Accountants  
New Delhi

R. BALACHANDER  
Partner

S.B. CHAVAN  
Chairman

M.C. GUPTA  
Director &  
Member-Secretary

G.C.L. JONEJA  
Honorary Treasurer

Dated :4th August, 1997



**INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI**

**Schedule No. 15: (Part B): Funds, Deposits and Advances**

<i>Particulars</i>	<i>Rs.</i>
<b>Receipts</b>	
Life Membership Capital Fund	5,11,680.00
Corporate Membership Capital Fund	, 24,000.00
Annual School Prize Fund	1,807.00
F.F. IV Interest	34,597.07
Amount Payable to MCD	16,00,000.00
Unpaid Salaries	386.00
Fixed Deposits with Banks	11,36,489.00
Consultancy Support Fund	18,434.00
T.A. Advances	17,371.00
Advances to Staff for Expenses	33,552.00
<b>Total</b>	<b>33,78,316.07</b>
<b>Payments</b>	
Staff Benevolent Fund	4,792.00
Research Endowment Fund	1,90,643.00
Other Deposits	448.00
Other items	12,331.00
Teachers' Welfare Fund	35.00
<b>Total</b>	<b>2,08,249.00</b>

# **INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI**

## **Schedule No. 16 Part (C): Receipts for Project, Programmes, etc.**

<i>Particulars</i>	<i>Rs.</i>
<b>Receipts</b>	
Grant from Ministry of Urban Affairs and Employment (Department of Urban Development) for Centre for Urban Studies and Internal Receipts	32,36,269.75
Grants from Department of Personnel and Training for Advanced Professional Programme in Public Administration	16,85,000.00
Other Programmes from Department of Personnel and Training	34,36,913.00
Other Programmes	3,08,482.00
Grants from ICSSR for Research Projects/Studies	750.00
Other Research Projects/Studies	13,71,654.00
Consultancy Assignments	18,57,213.00
Grant from Ministry of Agriculture and Cooperation for National Centre for Disaster Management	31,50,000.00
<b>Total</b>	<b>1,50,46,281.75</b>
<b>Payments</b>	
Centre for Urban Studies	32,80,981.00
Advanced Professional Programme in Public Administration	17,52,454.00
Other Programmes Assigned by the Department of Personnel and Training	24,77,616.45
Other Programmes	6,28,878.00
Research Projects/Studies from ICSSR	4,528.20
Other Research projects/Studies	13,57,861.00
Consultancy Assignments	24,55,046.50
National Centre for Disaster Management	30,78,355.00
<b>Total</b>	<b>1,50,35,720.15</b>

**INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI****Schedule 17: Significant Accounting Policies and Notes Forming Part of Accounts for the Year Ended 31st March, 1997**

- (a) Income and Expenditure is accounted for on cash basis.
- (b) No depreciation on fixed assets has been provided in the accounts.
- (c) Stationery, paper, maintenance items and Institute's publications has been charged as an expenditure at the time of their purchase/incurrence. However, quantitative records are being maintained.
- (d) Interest accrued but actually not received on investments has not been provided for in the accounts.
- (e) As desired by the government, expenditure gratuity to retiring employees has been met out of the maintenance grant received from Department of Personnel and Training.
- (f) A separate account is being maintained for C.P. Fund for IIPA. However, total balances have been incorporated on the liabilities and assets side in the main Balance Sheet as at 31st March, 1997.
- (g) Project related expenses are directly accounted for and reflected as a utilisation of the respective grant as detailed in Schedule 2.
- (h) Foreign currency balance (in dollars) in First National City Bank, New York are translated at year ending conversion rates. Difference on account of conversion is treated as gain/loss and reflected in miscellaneous Income/expenditure.

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